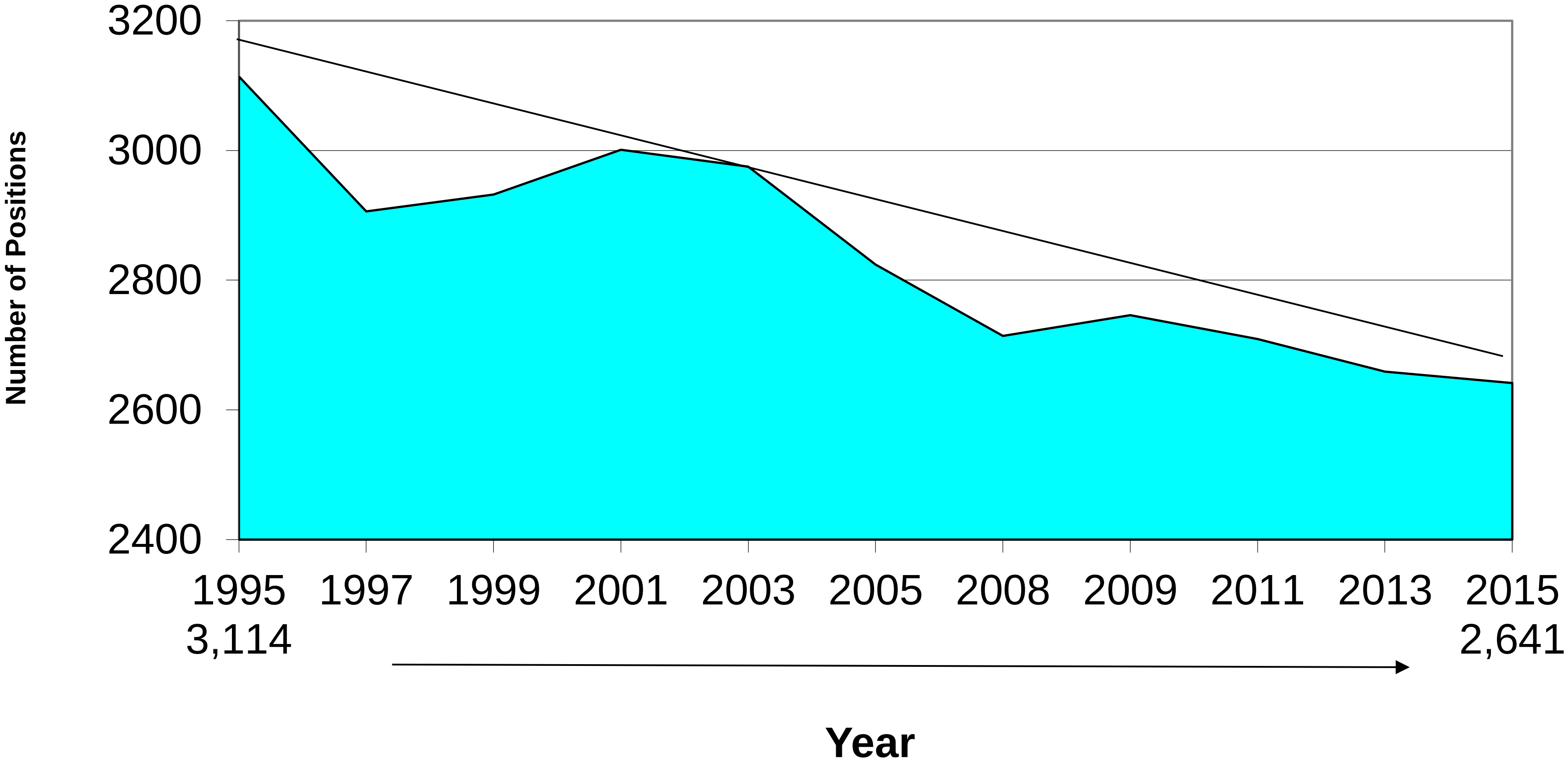
DNR’s Alignment Effort

WISCONSIN
DEPT. OF NATURAL RESOURCES

Number of DNR FTE Positions 1995 to 2015



Alignment Goals

1. Mission, Vision, Values, and One DNR approach.
2. Increase alignment.
3. Improved workload management.
4. Increase efficiency.
5. Improve consistency.
6. Increase integration and collaboration.
7. Increase accountability.
8. Increase financial flexibility and sharing of resources.
9. Maximize outcomes we can produce.

Alignment Process

July 2015	July - August 2015	August - December 2015
Launch Alignment Effort	Implement Interim Structure Changes	Conduct Core Work Analysis (CWA)

February 2016 & Beyond	March – May 2016	By June 30, 2016
Solicit Feedback	Finalize Core Priorities and Develop Detailed Organizational Structure	Finalize Alignment Decisions

Core Work Analysis Purpose

1. Document the department’s core functions.
2. Analyze work effort associated with core functions.
3. Prioritize the department’s core functions.
4. Identify opportunities for efficiency.
5. Develop recommendations on the level of investment needed to accomplish priority work.

Conduct Core Work Analysis (CWA)

CWA Results: Agency Priorities

1. Leverage Staff Expertise to Accomplish Core Work.
2. Focus on DNR’s Niche.
3. Strategic Investments in Information Technology.
4. Improve Service Delivery.
5. Enhance Integration.
6. Streamline Permitting.
7. Streamline Policy Development.

Leverage Staff Expertise to Accomplish Core Work

Areas of Focus:

- Create a cohesive approach to non-game and rare species management.
- Create specialization in property management and habitat management.
- Consolidate complaint response and use as a model for functional efficiencies in other program areas.
- Free up time technical staff spends maintaining facilities, paying bills, etc.

Focus on DNR’s Niche

Areas of Evaluation:

- Consolidate recreational vehicle and trailer registration processing.
- Consolidate operator certification & licensing functions.
- Transfer management of properties that are not in alignment with DNR’s mission.
- Evaluate printed communications and involvement in promotional events.

Strategic Investments in IT

Areas of Focus:

- Automating manual business processes.
  - Digitizing records.
  - Developing online, fillable forms.
  - Expanding e-payment and e-signature capabilities.
- Business portal.
- Online system for grants administration.
- Investing in the right tools for the job (ex. tablets).
- Mapping and database enhancements.

Improve Service Delivery

Areas of Focus:

- Explore alternatives for efficient and effective State Parks program service delivery.
- Prioritization of Land Management Services.
- Rec. Property Law Enforcement Service Delivery.
- Changes to Managed Forest Tax Law & private forest lands assistance.
- Point of customer contact service delivery improvements (Service Centers/Call Center).
- Watershed Program emphasis on front-end outreach and compliance outcomes.

Enhance Integration

Areas of Focus:

- Sand mining and FERC coordinator hub.
- Inspection coordination.
- Prescribed burning coordination.
- Combine contaminated soil and contaminated sediment cleanups.
- Law Enforcement coordination.

Streamline Permitting

Areas of Focus:

Permit Development Improvements

- Explore opportunities for more general permits.
- Alternative approaches to the development of permits.
- Incorporation by reference in permits.

Permitting Efficiencies

- Increase MOUs / partnerships.
- Expand assurance programs for contractors and consultants.
- Single Point of Contact model for municipal government projects.

Streamline Policy Development

Areas of Focus:

- Rulemaking process improvements.
- Incorporation by reference for rules.
- Streamlining economic analysis.
- Flexibilities within Safe Drinking Water Loan Program and the Clean Water Fund.

Next Steps

- Outreach
- Developing and Refining Recommendations
- Finalizing Detailed Organization Structure

The Governor's Commission on Reform, Efficiency, and Performance

Informational Hearing – March 4, 2016

State Transforming Agency Resources

Department of Administration

Agenda

- History and Background
- Communication and Governance Structure
- Key Goals and Success Factors
- Future Opportunities
  - Business Intelligence
  - Benefits Realization
- Q & A

State Transforming Agency Resources

HISTORY AND BACKGROUND

STAR
PROJECT

STAR Background

- **IBIS Project (the STAR predecessor) began in 2005**
  - State saw a need for improved IT systems across the enterprise
  - In 2005 the current systems used by the enterprise were considered outdated, which has only been exacerbated since
- **PeopleSoft was purchased in 2006**
  - The Doyle administration spent $15 million to purchase the software
  - With this investment already made, STAR is continuing to use PeopleSoft
- **IBIS project was put on hold in 2008**
  - Cost vs. Savings estimates continued to falter
  - LAB audit

STAR
PROJECT

STAR – Why now?

- **Current Systems are difficult to maintain**
  - Expensive to fix/troubleshoot when problems arise

- **Infrastructure needs to be modernized**

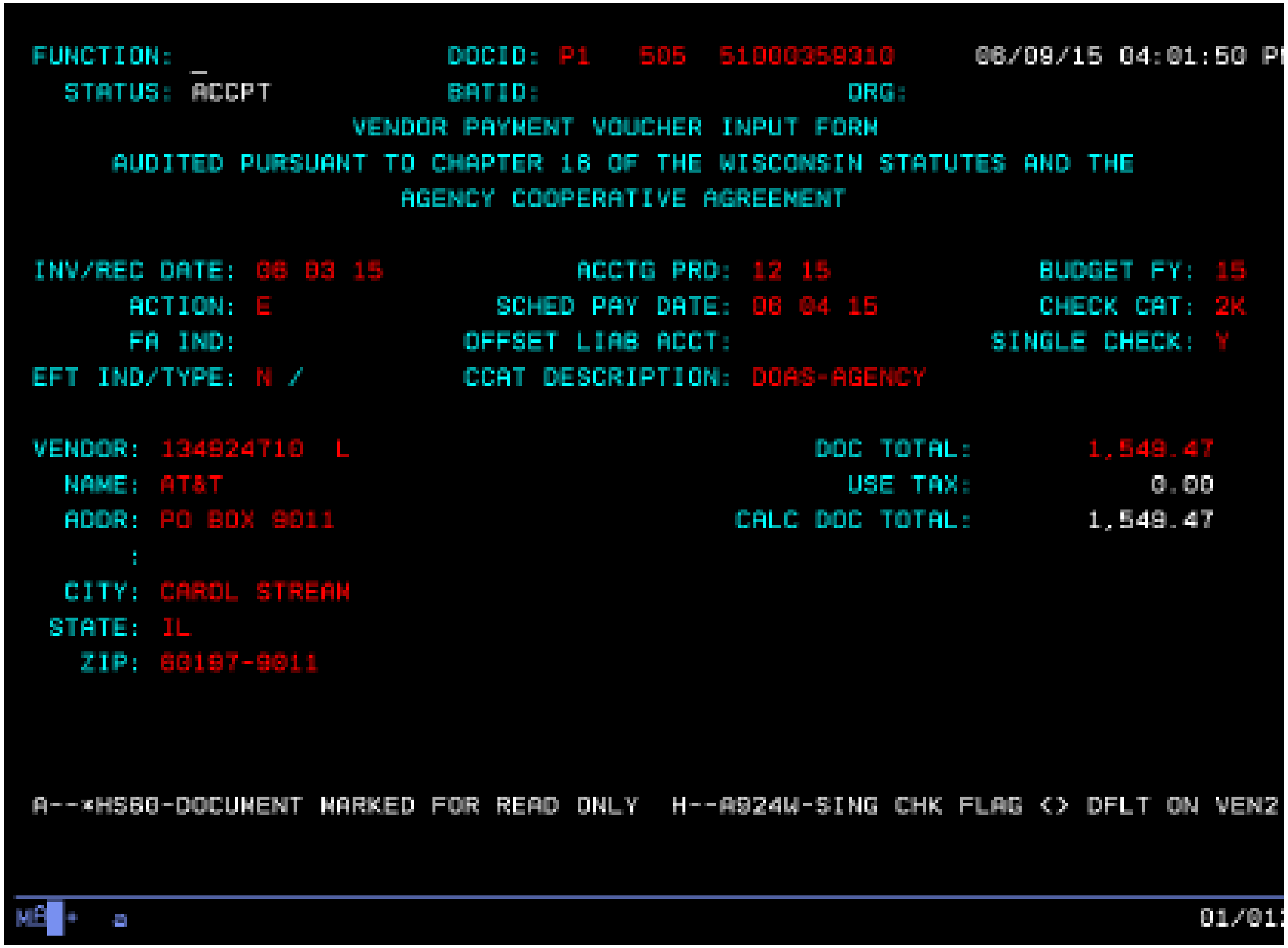
- **Staff are nearing retirement**
  - Software currently used is no longer widely taught
  - Recruitment of new IT staff continues to be a challenge when using these outdated systems

- **Lack of Data to make business decisions**

- **Need for improved transparency**

Legacy System - WiSMART

WiSMART Accounts Payable Voucher



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FUNCTION: _                 DOCID: P1   505  51000358310     08/09/15 04:01:50 P
  STATUS: ACCPT             BATID:                   ORG:
                    VENDOR PAYMENT VOUCHER INPUT FORM
     AUDITED PURSUANT TO CHAPTER 16 OF THE WISCONSIN STATUTES AND THE
                       AGENCY COOPERATIVE AGREEMENT

INV/REC DATE: 08 03 15          ACCTG PRD: 12 15            BUDGET FY: 15
      ACTION: E            SCHED PAY DATE: 08 04 15         CHECK CAT: 2K
      FA IND:            OFFSET LIAB ACCT:               SINGLE CHECK: Y
EFT IND/TYPE: N /        CCAT DESCRIPTION: DOAS-AGENCY

VENDOR: 134924710  L                             DOC TOTAL:       1,549.47
  NAME: AT&T                                       USE TAX:           0.00
  ADDR: PO BOX 9011                         CALC DOC TOTAL:       1,549.47
      :
  CITY: CAROL STREAM
 STATE: IL
   ZIP: 60197-9011


A--*H580-DOCUMENT MARKED FOR READ ONLY  H--A924W-SING CHK FLAG <> DFLT ON VEN2

                                                                         01/01
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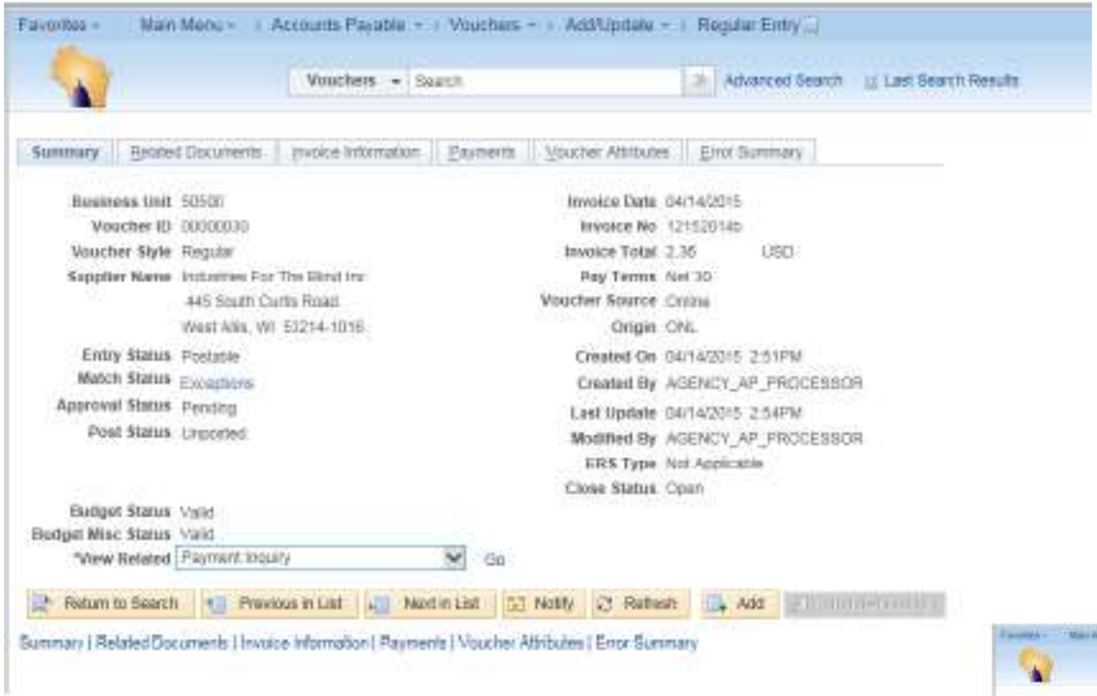
STAR PeopleSoft

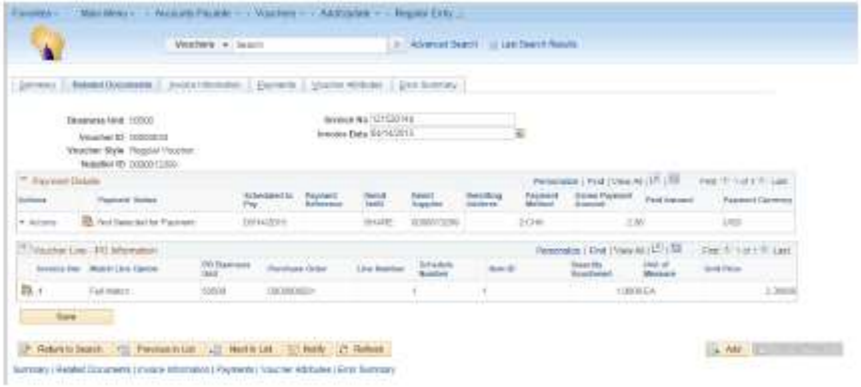
STAR PeopleSoft – Payment Voucher (Summary)


Favorites
Main Menu
Accounts Payable
Vouchers
Add/Update
Regular Entry
Vouchers
Search
Advanced Search
Last Search Results
Summary
Related Documents
Invoice Information
Payments
Voucher Attributes
Error Summary
Go
Return to Search
Previous in List
Next in List
Notify
Refresh
Add
Summary | Related Documents | Invoice Information | Payments | Voucher Attributes | Error Summary

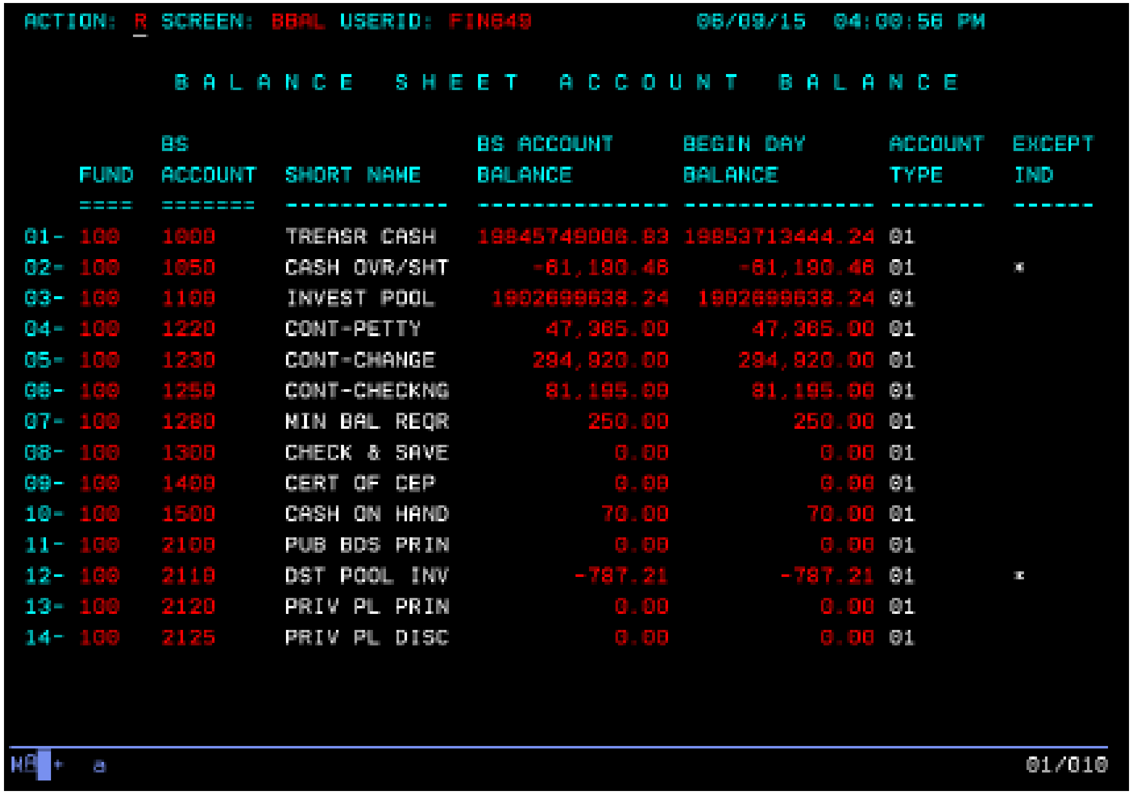
Business Unit 50500
Voucher ID 00000030
Voucher Style Regular
Supplier Name Industries For The Blind Inc
445 South Curtis Road
West Allis, WI 53214-1016
Entry Status Postable
Match Status Exceptions
Approval Status Pending
Post Status Unposted
Budget Status Valid
Budget Misc Status Valid
***View Related** Payment Inquiry

Invoice Date 04/14/2015
Invoice No 12152014b
Invoice Total 2.36 USD
Pay Terms Net 30
Voucher Source Online
Origin ONL
Created On 04/14/2015 2:51PM
Created By AGENCY_AP_PROCESSOR
Last Update 04/14/2015 2:54PM
Modified By AGENCY_AP_PROCESSOR
ERS Type Not Applicable
Close Status Open

STAR PeopleSoft – Payment Voucher (Related Documents)



Legacy System - WiSMART



WiSMART Balance Sheet Inquiry

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ACTION: R SCREEN: BBAL USERID: FIN649           06/09/15  04:00:56 PM

           B A L A N C E   S H E E T   A C C O U N T   B A L A N C E

           BS                    BS ACCOUNT     BEGIN DAY      ACCOUNT  EXCEPT
     FUND  ACCOUNT  SHORT NAME   BALANCE        BALANCE        TYPE     IND
     ====  =======  ------------ -------------- -------------- -------  ------
01-  100   1000     TREASR CASH  19845749006.83 19853713444.24 01
02-  100   1050     CASH OVR/SHT     -61,190.46     -61,190.46 01       *
03-  100   1100     INVEST POOL   1802699638.24  1802699638.24 01
04-  100   1220     CONT-PETTY        47,365.00      47,365.00 01
05-  100   1230     CONT-CHANGE      294,920.00     294,920.00 01
06-  100   1250     CONT-CHECKNG      81,195.00      81,195.00 01
07-  100   1260     MIN BAL REQR         250.00         250.00 01
08-  100   1300     CHECK & SAVE           0.00           0.00 01
09-  100   1400     CERT OF DEP            0.00           0.00 01
10-  100   1500     CASH ON HAND          70.00          70.00 01
11-  100   2100     PUB BDS PRIN           0.00           0.00 01
12-  100   2110     DST POOL INV        -787.21        -787.21 01       *
13-  100   2120     PRIV PL PRIN           0.00           0.00 01
14-  100   2125     PRIV PL DISC           0.00           0.00 01


MA   a                                                                01/010
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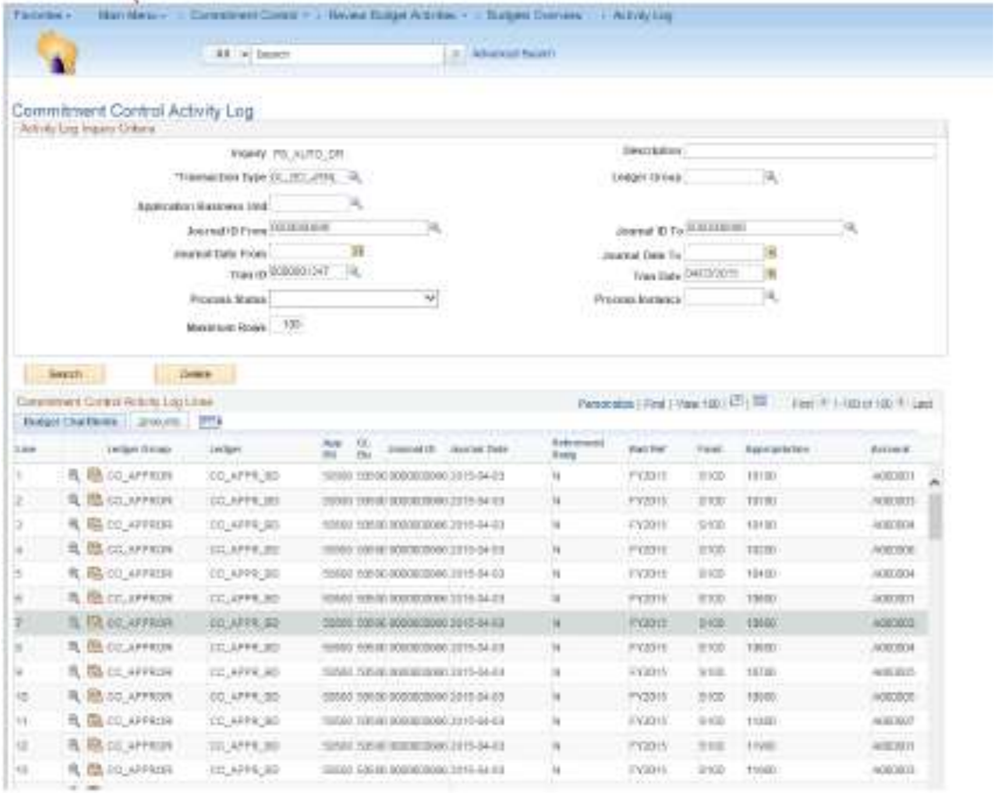
STAR PeopleSoft

STAR PeopleSoft - Budget Activity Log

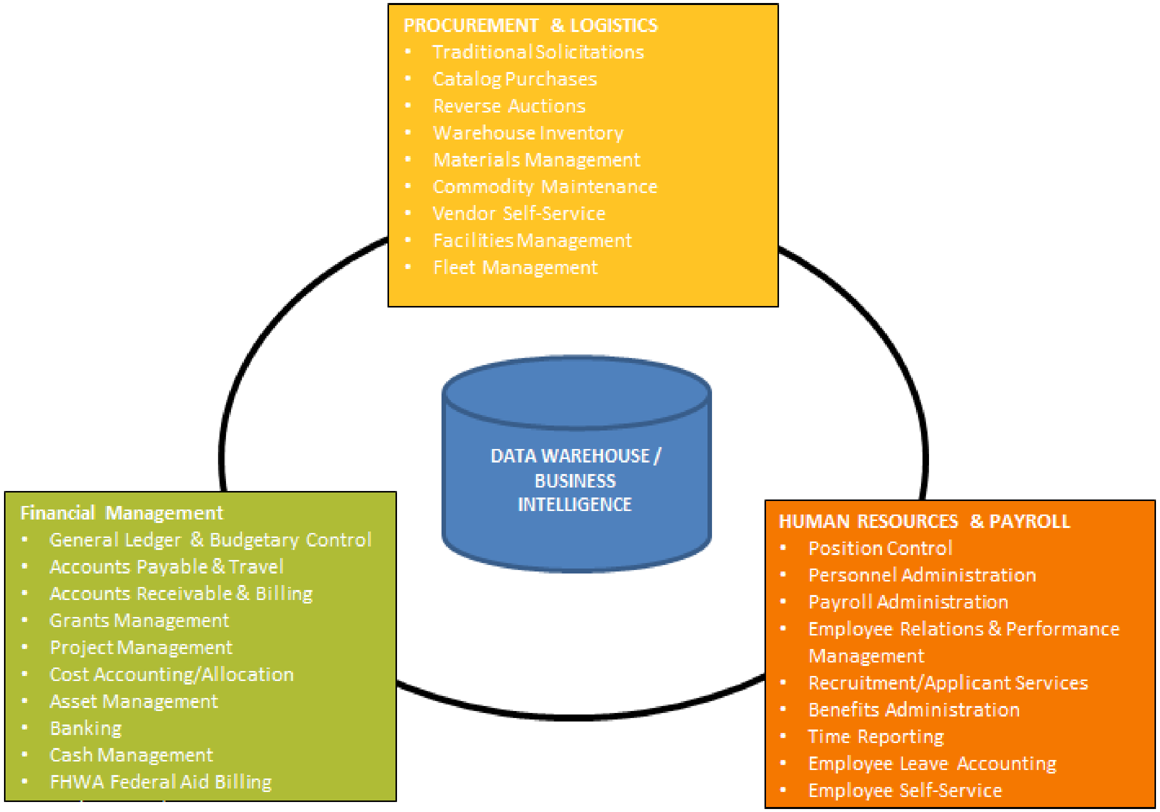
STAR PeopleSoft – Commitment Control Activity Log



Commitment Control Activity Log

STAR Scope

- **Finance**
- **Procurement**
- **Human Resources/Payroll**
- **Budget**
- **Business Intelligence**



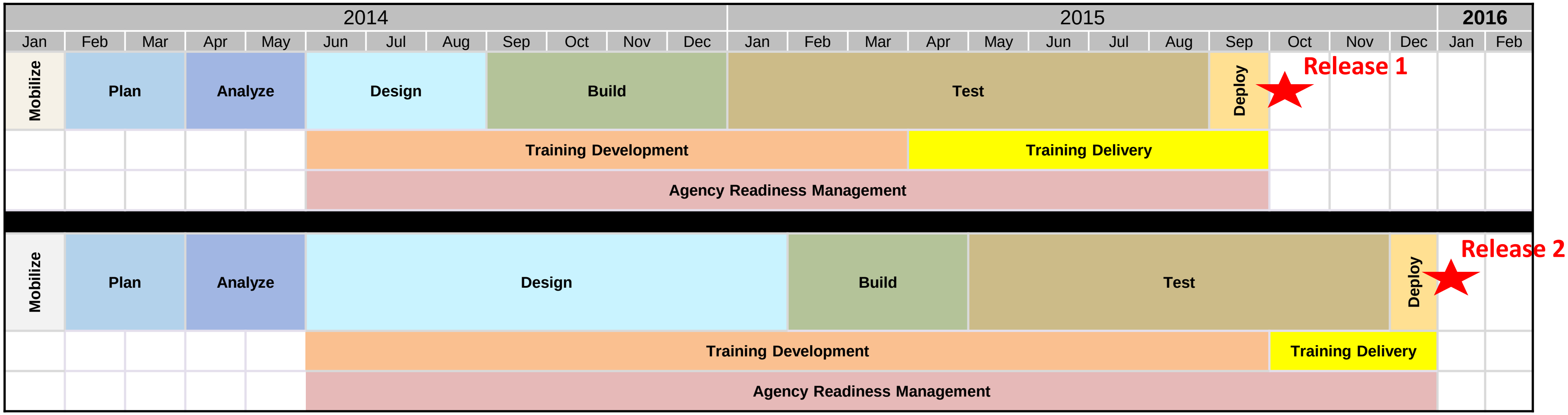
PROCUREMENT & LOGISTICS
- Traditional Solicitations
- Catalog Purchases
- Reverse Auctions
- Warehouse Inventory
- Materials Management
- Commodity Maintenance
- Vendor Self-Service
- Facilities Management
- Fleet Management

DATA WAREHOUSE / BUSINESS INTELLIGENCE

Financial Management
- General Ledger & Budgetary Control
- Accounts Payable & Travel
- Accounts Receivable & Billing
- Grants Management
- Project Management
- Cost Accounting/Allocation
- Asset Management
- Banking
- Cash Management
- FHWA Federal Aid Billing

HUMAN RESOURCES & PAYROLL
- Position Control
- Personnel Administration
- Payroll Administration
- Employee Relations & Performance Management
- Recruitment/Applicant Services
- Benefits Administration
- Time Reporting
- Employee Leave Accounting
- Employee Self-Service

STAR Timeline



- Release 1:
  - Finance and Procurement
  - Business Intelligence for Finance and Procurement
- Release 2:
  - HCM: HR/Payroll and Benefits; “Self-Service” Functions
  - Business Intelligence for HR

STAR Costs

- Software License/Support
- ERP Consulting Services
- State Project Resources
- Technical Infrastructure

STAR Savings

- 140+ obsolete and expensive software programs will be replaced by STAR
- Minimal customizations
- Strategic sourcing
- Process Improvements

Systems to Decommission

- WiSMART (Finance System)
- Purchase Plus (Procurement System)
- Lawson (Legislature Finance and Payroll System)
- WiSPER (Personnel System)
- WiSPAY (Central Payroll System)
- PTAWeb (Time Reporting System)
- PMIS (Personnel Management Information System)

Cost/Savings Analysis

ERP Cost/Savings Analysis	
Total Estimated Implementation Costs	$138,671,460
Total Cumulative Cost of Ownership **(incorporates the $138 million implementation costs)**	$253,452,172
Total Cumulative Savings	$353,100,025
Net Cumulative Savings	$99,647,853

(*ERP Cost/Savings Analysis based on a 10 Year estimate*)

State Transforming Agency Resources

COMMUNICATION AND GOVERNANCE STRUCTURE

Three Pillars of Change Management

Communications

- Communications Strategy
- Communications Plan
- Agency Engagement

Training

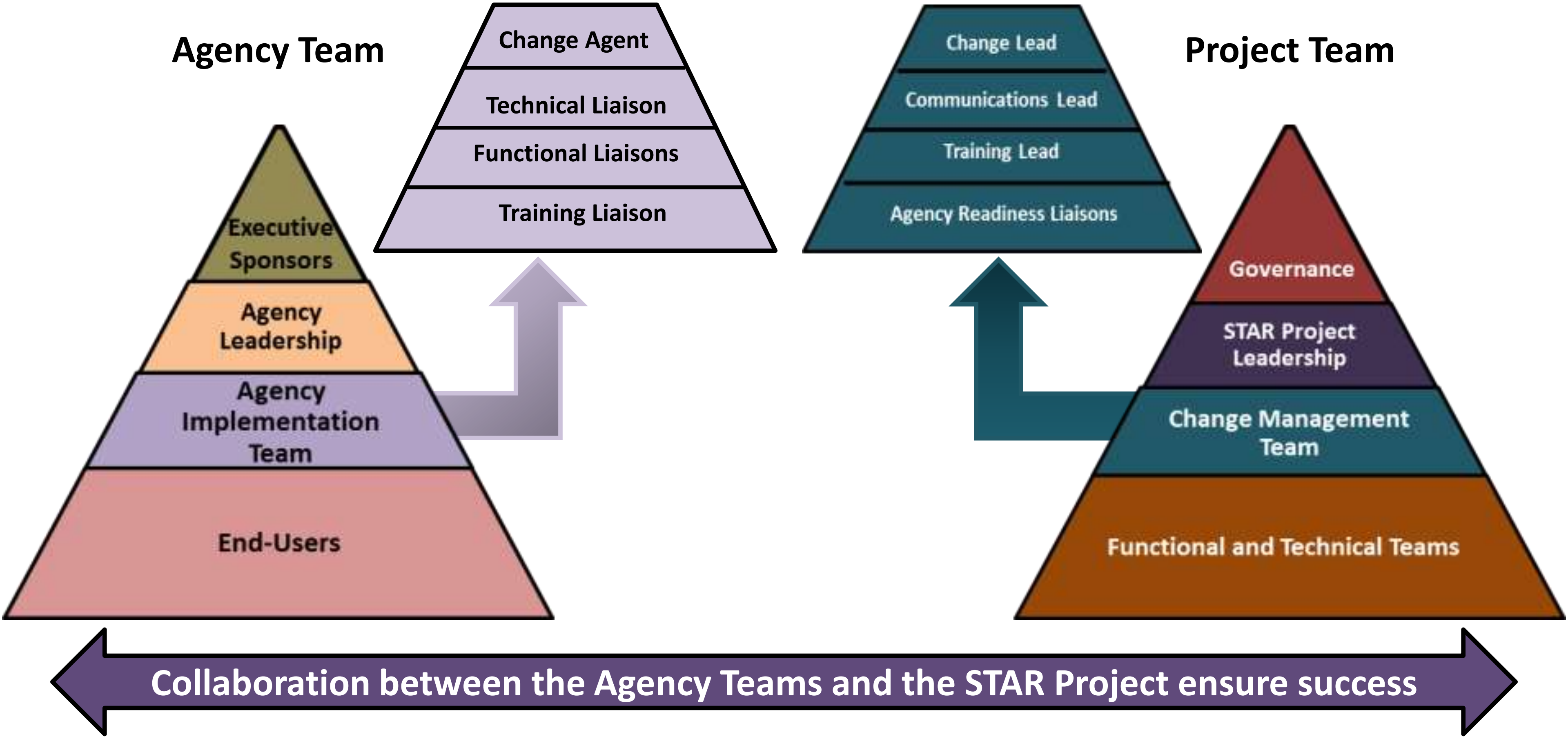
- Training Development
- Training Delivery
- Knowledge Transfer

Agency Readiness

- Stakeholder / Organizational Impacts
- Change Network
- Business Readiness

STAR Network Communication

The STAR Project Change Network



Agency Team

- Executive Sponsors
- Agency Leadership
- Agency Implementation Team
- End-Users

- Change Agent
- Technical Liaison
- Functional Liaisons
- Training Liaison

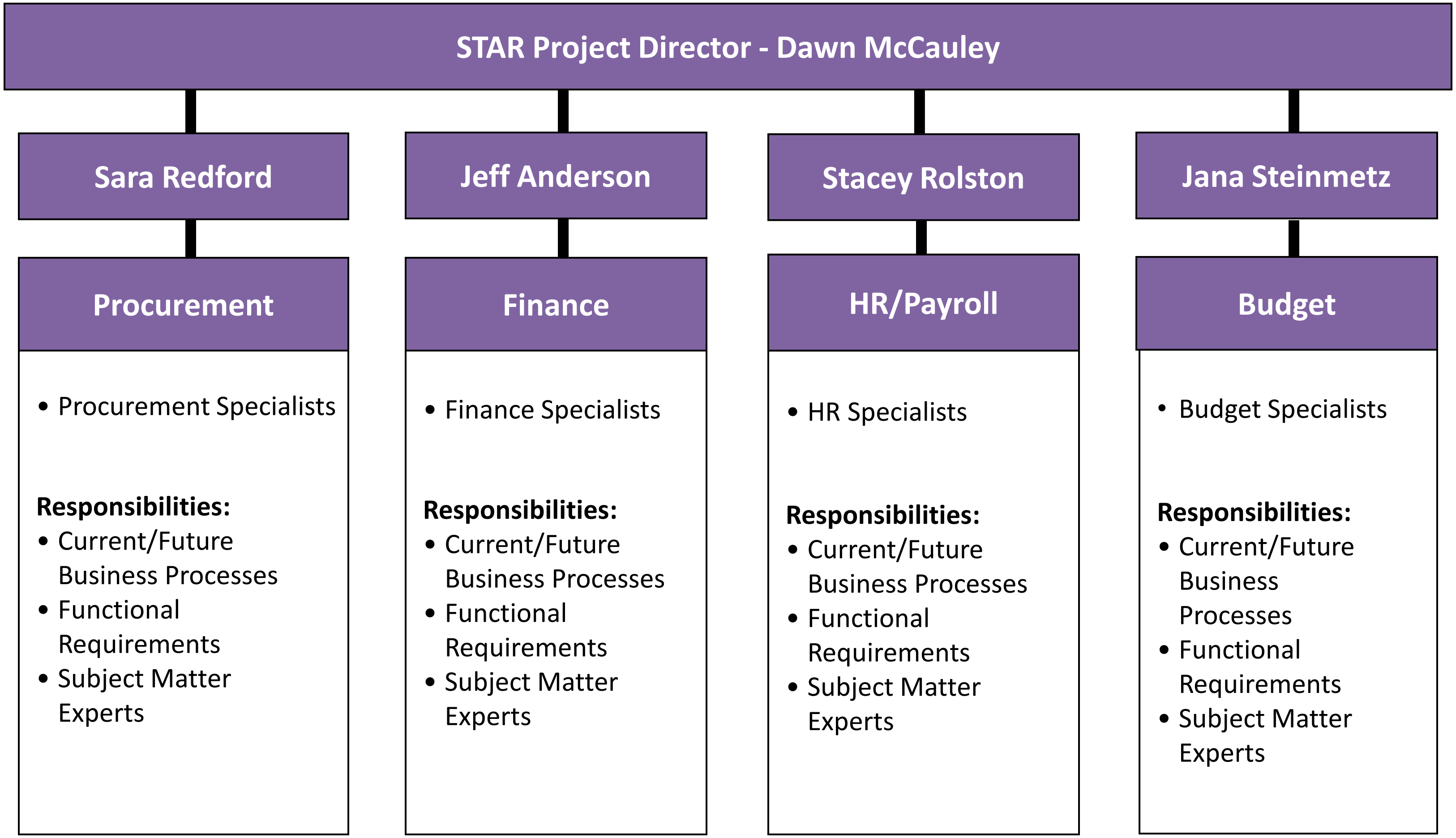
Project Team

- Governance
- STAR Project Leadership
- Change Management Team
- Functional and Technical Teams

- Change Lead
- Communications Lead
- Training Lead
- Agency Readiness Liaisons

Collaboration between the Agency Teams and the STAR Project ensure success

STAR Project Business Teams



STAR Project Director - Dawn McCauley

Sara Redford

Procurement

- Procurement Specialists

Responsibilities:

- Current/Future Business Processes
- Functional Requirements
- Subject Matter Experts

Jeff Anderson

Finance

- Finance Specialists

Responsibilities:

- Current/Future Business Processes
- Functional Requirements
- Subject Matter Experts

Stacey Rolston

HR/Payroll

- HR Specialists

Responsibilities:

- Current/Future Business Processes
- Functional Requirements
- Subject Matter Experts

Jana Steinmetz

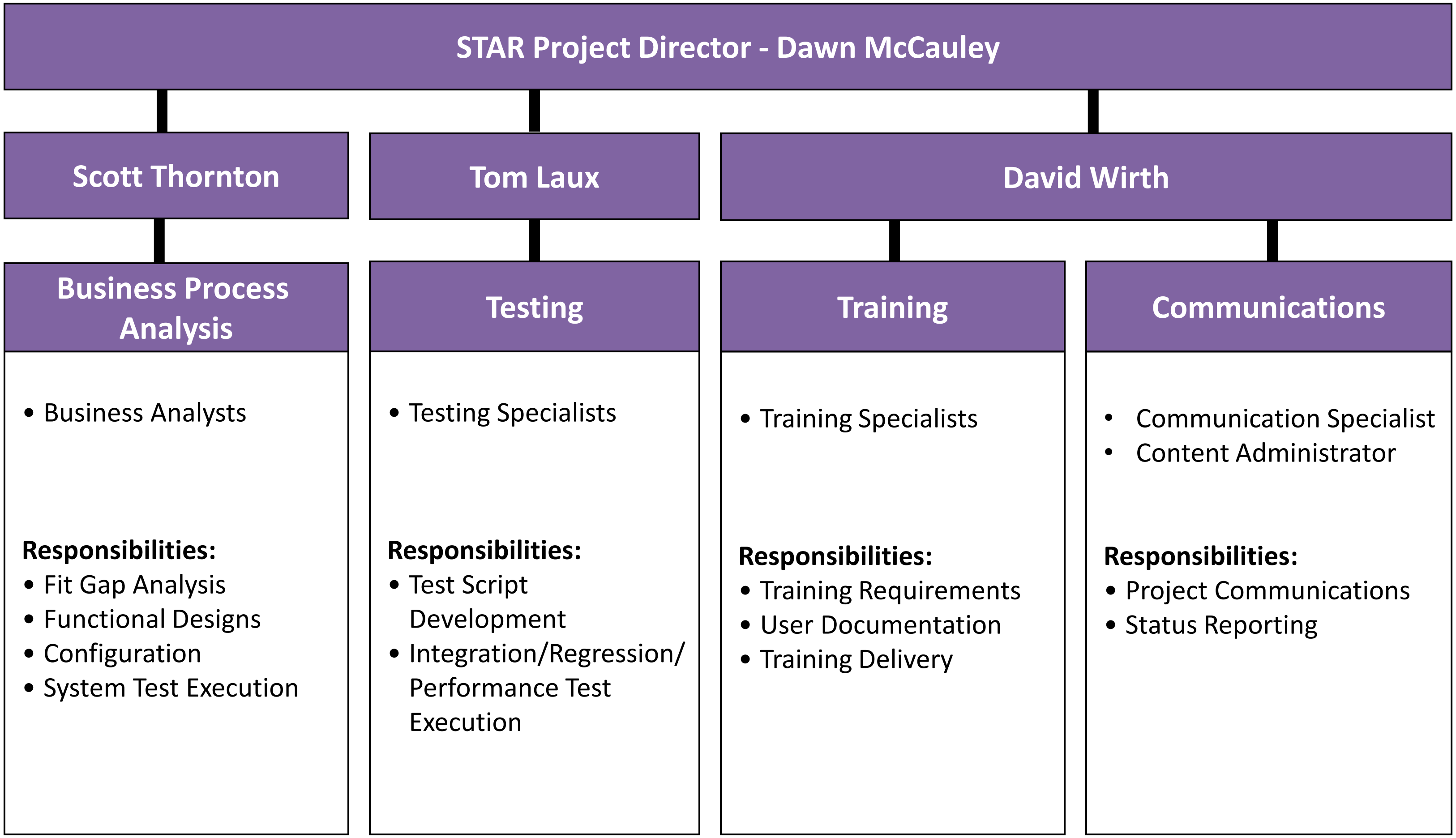
Budget

- Budget Specialists

Responsibilities:

- Current/Future Business Processes
- Functional Requirements
- Subject Matter Experts

STAR Project Functional Teams



STAR Project Director - Dawn McCauley

Scott Thornton

Business Process Analysis

- Business Analysts

Responsibilities:
- Fit Gap Analysis
- Functional Designs
- Configuration
- System Test Execution

Tom Laux

Testing

- Testing Specialists

Responsibilities:
- Test Script Development
- Integration/Regression/ Performance Test Execution

David Wirth

Training

- Training Specialists

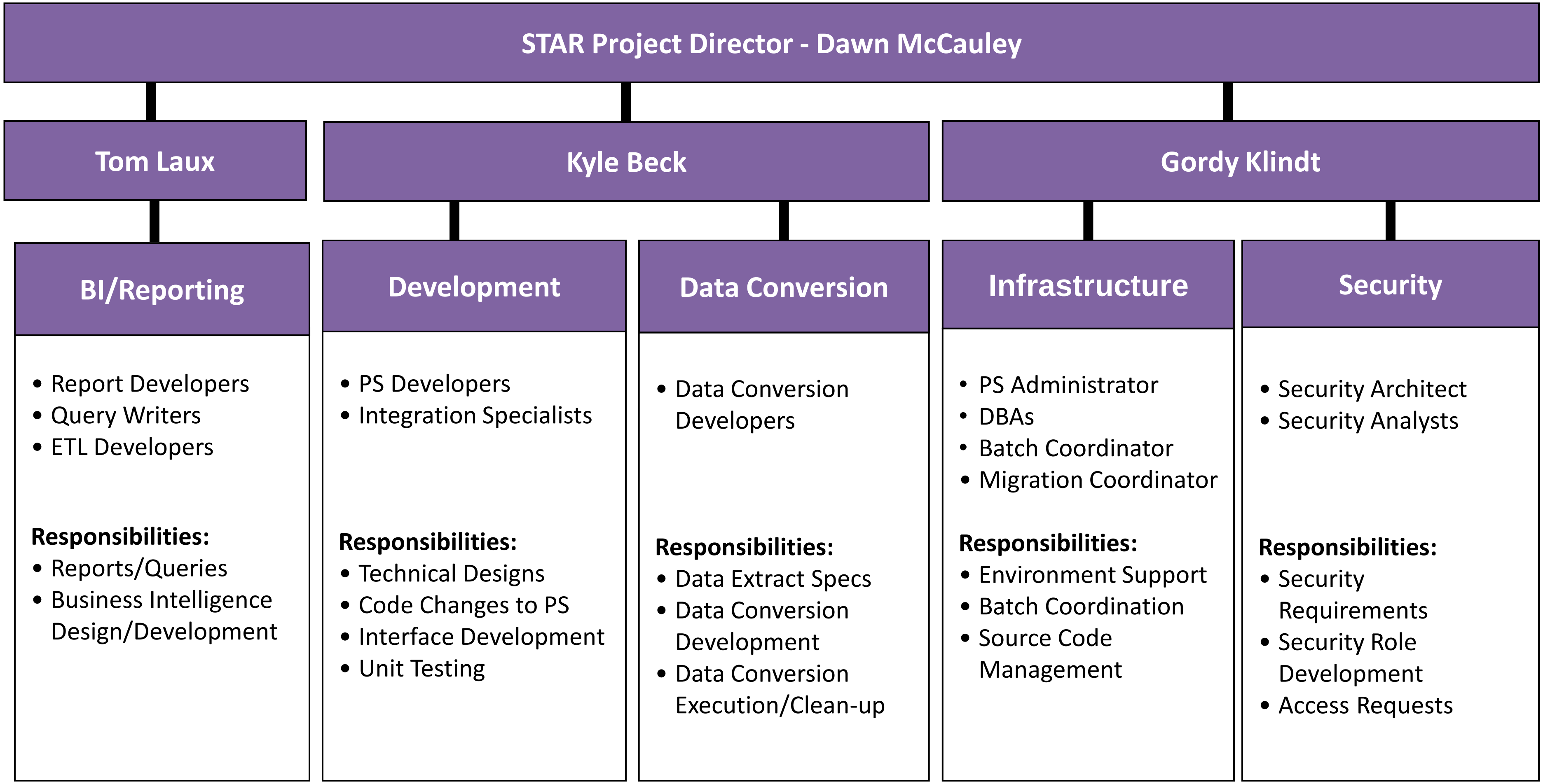
Responsibilities:
- Training Requirements
- User Documentation
- Training Delivery

Communications

- Communication Specialist
- Content Administrator

Responsibilities:
- Project Communications
- Status Reporting

STAR Project Technical Teams



STAR Project Director - Dawn McCauley

Tom Laux

BI/Reporting

- Report Developers
- Query Writers
- ETL Developers

Responsibilities:

- Reports/Queries
- Business Intelligence Design/Development

Kyle Beck

Development

- PS Developers
- Integration Specialists

Responsibilities:

- Technical Designs
- Code Changes to PS
- Interface Development
- Unit Testing

Data Conversion

- Data Conversion Developers

Responsibilities:

- Data Extract Specs
- Data Conversion Development
- Data Conversion Execution/Clean-up

Gordy Klindt

Infrastructure

- PS Administrator
- DBAs
- Batch Coordinator
- Migration Coordinator

Responsibilities:

- Environment Support
- Batch Coordination
- Source Code Management

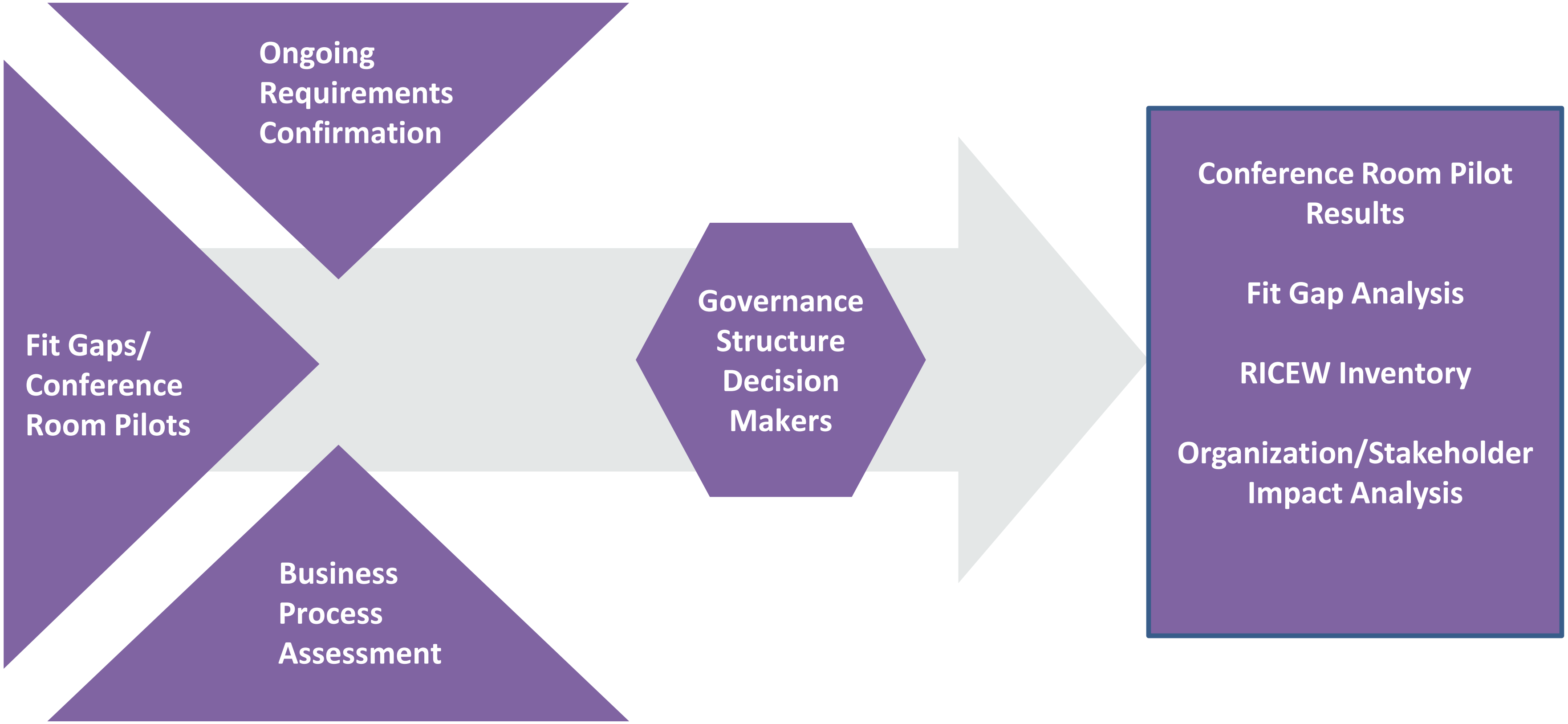
Security

- Security Architect
- Security Analysts

Responsibilities:

- Security Requirements
- Security Role Development
- Access Requests

Decision Process



Ongoing Requirements Confirmation

Fit Gaps/ Conference Room Pilots

Business Process Assessment

Governance Structure Decision Makers

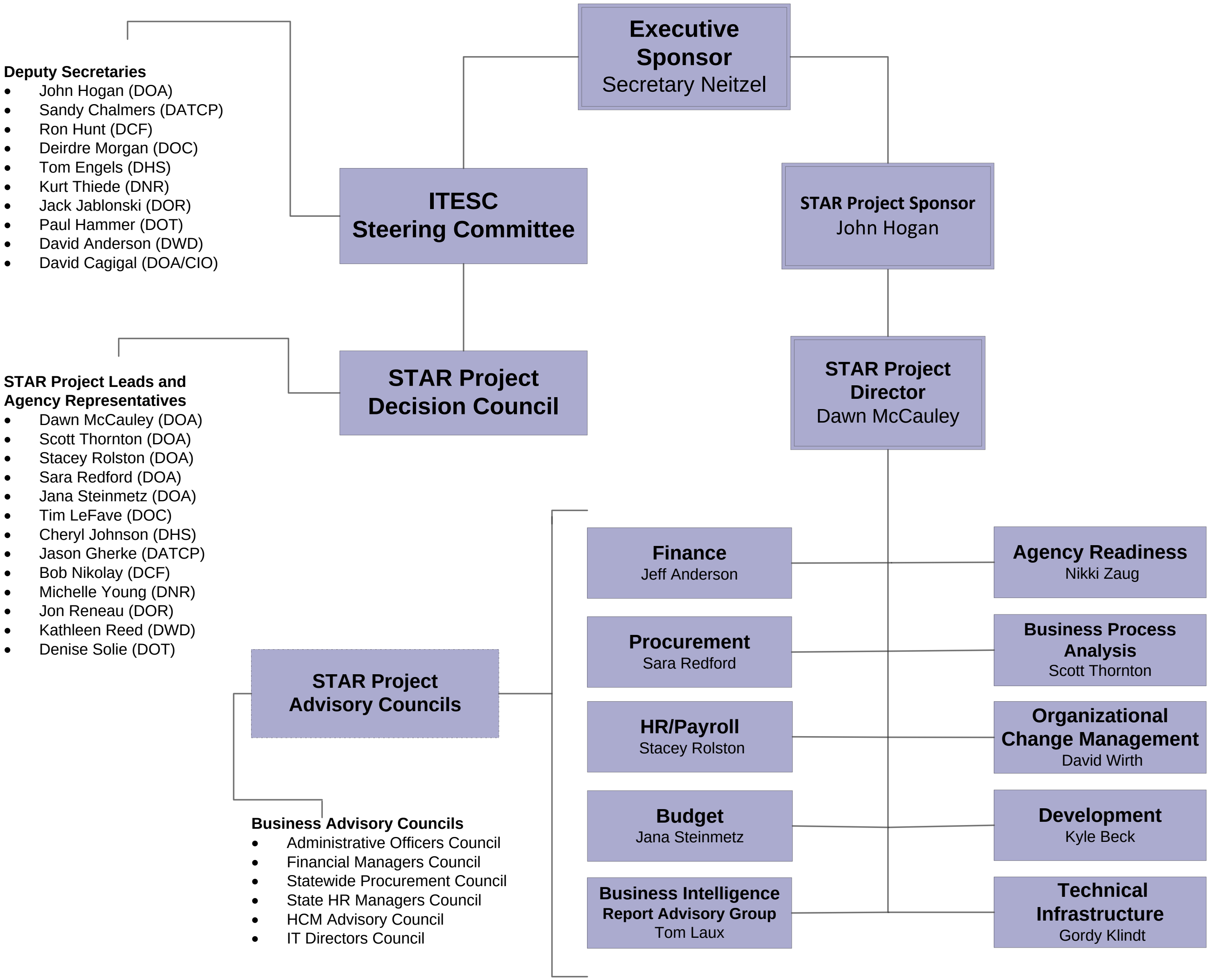
Conference Room Pilot Results

Fit Gap Analysis

RICEW Inventory

Organization/Stakeholder Impact Analysis

STAR Governance Structure



Executive Sponsor
Secretary Neitzel

ITESC Steering Committee

STAR Project Sponsor
John Hogan

Deputy Secretaries
- John Hogan (DOA)
- Sandy Chalmers (DATCP)
- Ron Hunt (DCF)
- Deirdre Morgan (DOC)
- Tom Engels (DHS)
- Kurt Thiede (DNR)
- Jack Jablonski (DOR)
- Paul Hammer (DOT)
- David Anderson (DWD)
- David Cagigal (DOA/CIO)

STAR Project Decision Council

STAR Project Director
Dawn McCauley

STAR Project Leads and Agency Representatives
- Dawn McCauley (DOA)
- Scott Thornton (DOA)
- Stacey Rolston (DOA)
- Sara Redford (DOA)
- Jana Steinmetz (DOA)
- Tim LeFave (DOC)
- Cheryl Johnson (DHS)
- Jason Gherke (DATCP)
- Bob Nikolay (DCF)
- Michelle Young (DNR)
- Jon Reneau (DOR)
- Kathleen Reed (DWD)
- Denise Solie (DOT)

Finance
Jeff Anderson

Agency Readiness
Nikki Zaug

Procurement
Sara Redford

Business Process Analysis
Scott Thornton

STAR Project Advisory Councils

HR/Payroll
Stacey Rolston

Organizational Change Management
David Wirth

Budget
Jana Steinmetz

Development
Kyle Beck

Business Intelligence Report Advisory Group
Tom Laux

Technical Infrastructure
Gordy Klindt

Business Advisory Councils
- Administrative Officers Council
- Financial Managers Council
- Statewide Procurement Council
- State HR Managers Council
- HCM Advisory Council
- IT Directors Council

Governance Structure

ITESC
Steering Committee

Strategic Decisions:
- Project Oversight Direction
- Scope Definition
- Scope Change Requests
- Customization Approval

STAR Project
Decision Council

Tactical Decisions:
- Business Process Changes
- Enterprise Configuration
- Data Retention Requirements
- Project Milestone/Deliverables
- Customization Proposal

STAR Project
Teams

Project Decisions:
- Functional Requirements
- Configuration Settings
- System Integration
- Data Conversion Mapping
- Reporting Requirements
- Testing Scenarios
- Identify Gaps/Propose Solutions

State Transforming Agency Resources

KEY GOALS AND SUCCESS FACTORS

STAR Goals

- Efficient operations via standardized processes
- Empower workforce by streamlining approval processes
- Save taxpayer resources
- Reduce long-term business costs
- Improve decision making via analytics
- Protect data

Guiding Principles for Reporting

– Standardize dashboards, reports and metrics across agencies

– Reduce duplicative reporting across technology platforms

– Improve decision making using analytics

Reporting Advisory Group

STAR Project launched a Report Advisory Group

The Report Advisory Group includes/involves the following:

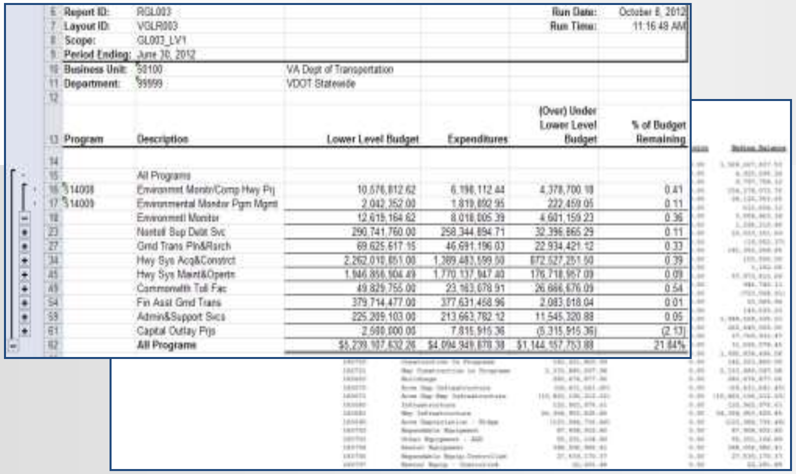
- Representatives from all agencies with special reporting needs
- Oversight of all Report requests and assist with prioritization
- Help us reach our Reporting Strategy goals

Reporting Capabilities: PeopleSoft Reporting

PeopleSoft Reporting:

- Enables ***real-time*** reporting and inquiry to support **operational decision-making**

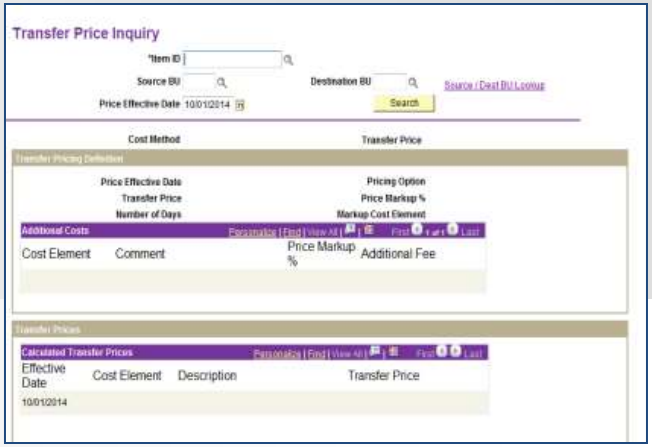
PeopleSoft Delivered Reports



Report ID: RGL003
Layout ID: VGLR003
Scope: GL003_LV1
Period Ending: June 30, 2012
Run Date: October 8, 2012
Run Time: 11:16:49 AM
Business Unit: 50100 VA Dept of Transportation
Department: 99999 VDOT Statewide

Program	Description	Lower Level Budget	Expenditures	(Over) Under Lower Level Budget	% of Budget Remaining
	All Programs				
314008	Environmt Monitr/Comp Hwy Prj	10,576,812.62	6,198,112.44	4,378,700.18	0.41
314009	Environmental Monitor Pgm Mgmt	2,042,352.00	1,819,892.95	222,459.05	0.11
	Environmntl Monitor	12,619,164.62	8,018,005.39	4,601,159.23	0.36
	Nontoll Sup Debt Svc	290,741,760.00	258,344,894.71	32,396,865.29	0.11
	Grnd Trans Pln&Rsrch	69,625,617.15	46,691,196.03	22,934,421.12	0.33
	Hwy Sys Acq&Constrct	2,262,010,851.00	1,389,483,599.50	872,527,251.50	0.39
	Hwy Sys Maint&Opertn	1,946,856,904.49	1,770,137,947.40	176,718,957.09	0.09
	Commonwlth Toll Fac	49,829,755.00	23,163,078.91	26,666,676.09	0.54
	Fin Asst Grnd Trans	379,714,477.00	377,631,458.96	2,083,018.04	0.01
	Admin&Support Svcs	225,209,103.00	213,663,782.12	11,545,320.88	0.05
	Capital Outlay Prjs	2,500,000.00	7,815,915.36	(5,315,915.36)	(2.13)
	All Programs	$5,239,107,632.26	$4,094,949,878.38	$1,144,157,753.88	21.84%

PeopleSoft Online Inquiry



Transfer Price Inquiry

*Item ID
Source BU
Destination BU
Price Effective Date 10/01/2014

Cost Method
Transfer Price

Transfer Pricing Definition

Price Effective Date
Transfer Price
Number of Days
Pricing Option
Price Markup %
Markup Cost Element

Additional Costs

Cost Element	Comment	Price Markup %	Additional Fee

Transfer Prices

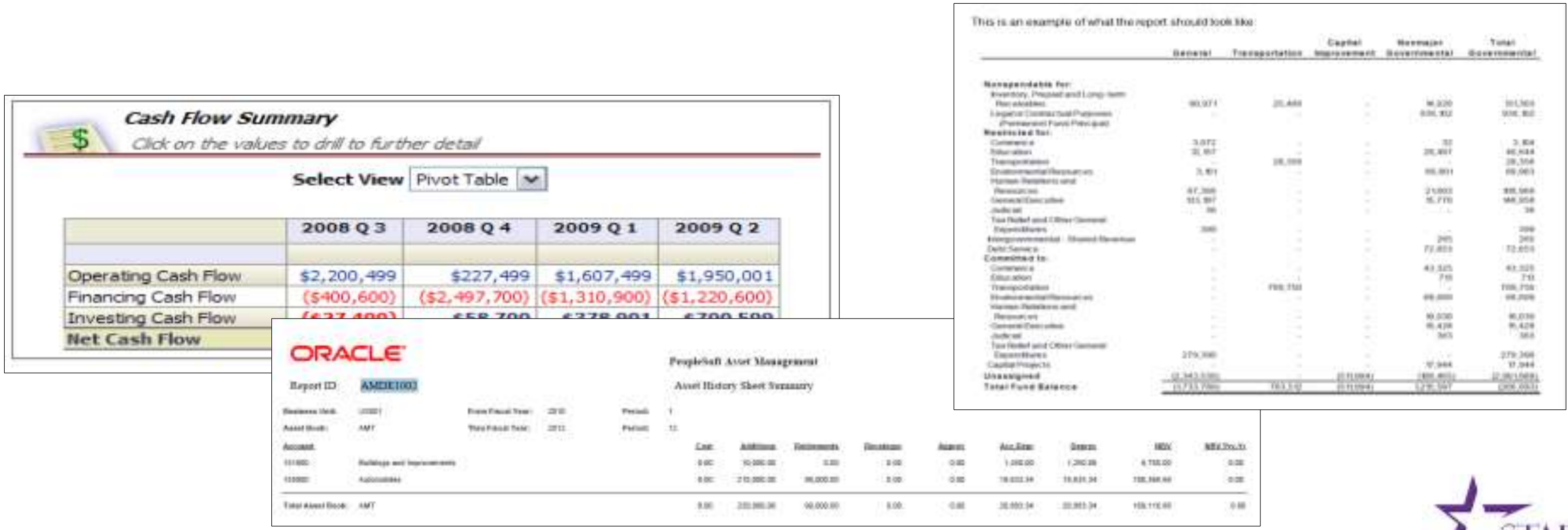
Calculated Transfer Prices

Effective Date	Cost Element	Description	Transfer Price
10/01/2014			

Source / Dest BU Lookup
Search
Personalize | Find | View All | First 1 of 1 Last
Personalize | Find | View All | First Last

STAR Report Inventory

- The STAR Report Inventory is a listing of:
  - Existing PeopleSoft reports
  - New PeopleSoft reports the project team developed
  - Existing Oracle Business Intelligence Applications (OBIA)/Oracle Business Intelligence Enterprise Edition (OBIEE) reports



Cash Flow Summary

Click on the values to drill to further detail

Select View: Pivot Table

	2008 Q 3	2008 Q 4	2009 Q 1	2009 Q 2
Operating Cash Flow	$2,200,499	$227,499	$1,607,499	$1,950,001
Financing Cash Flow	($400,600)	($2,497,700)	($1,310,900)	($1,220,600)
Investing Cash Flow				
Net Cash Flow				

ORACLE

PeopleSoft Asset Management

Report ID: AMDE1003

Asset History Sheet Summary

This is an example of what the report should look like:

General
Transportation
Capital Improvement
Nonmajor Governmental
Total Governmental

STAR Reporting Inventory

Total Reports Available = 1,400+

Available Reports by Functional Area:

- Financial = 769
- Procurement = 143
- HCM = 477
- ELM = 29

Link to Report Inventory:
https://webapps.wi.gov/sites/ERP/Reports/Forms/AllItems.aspx

Key Success Factors

- Cross-agency Leadership Engagement
- Strong Governance Established
- Team Focused on Change Management
- Systems Integrator
- Dedicated Subject Matter Experts (SMEs)
- Lessons Learned from previous State Implementations
- Minimal Customizations Approach
- Adopting LAB Recommendations

State Transforming Agency Resources

FUTURE OPPORTUNITIES

STAR Forward

- **STAR Design & Architecture – Positional Investment**
  - Data protection
    - Implemented **STAR consistent with the FICAM and SICAM Models** pertaining to Identity, Credential, Access Management
  - Cyber Security
    - STAR is within our larger **Cyber Security Strategy, Program and Framework** protected by firewalls and intrusion detection defenses
  - Maintaining systems
    - Oracle future releases, patches and fixes to their product will be applied **without disruption to operations**
  - Updating systems
    - Without customizations initial implementation and subsequent upgrades will be less expensive and less complex.

STAR Forward

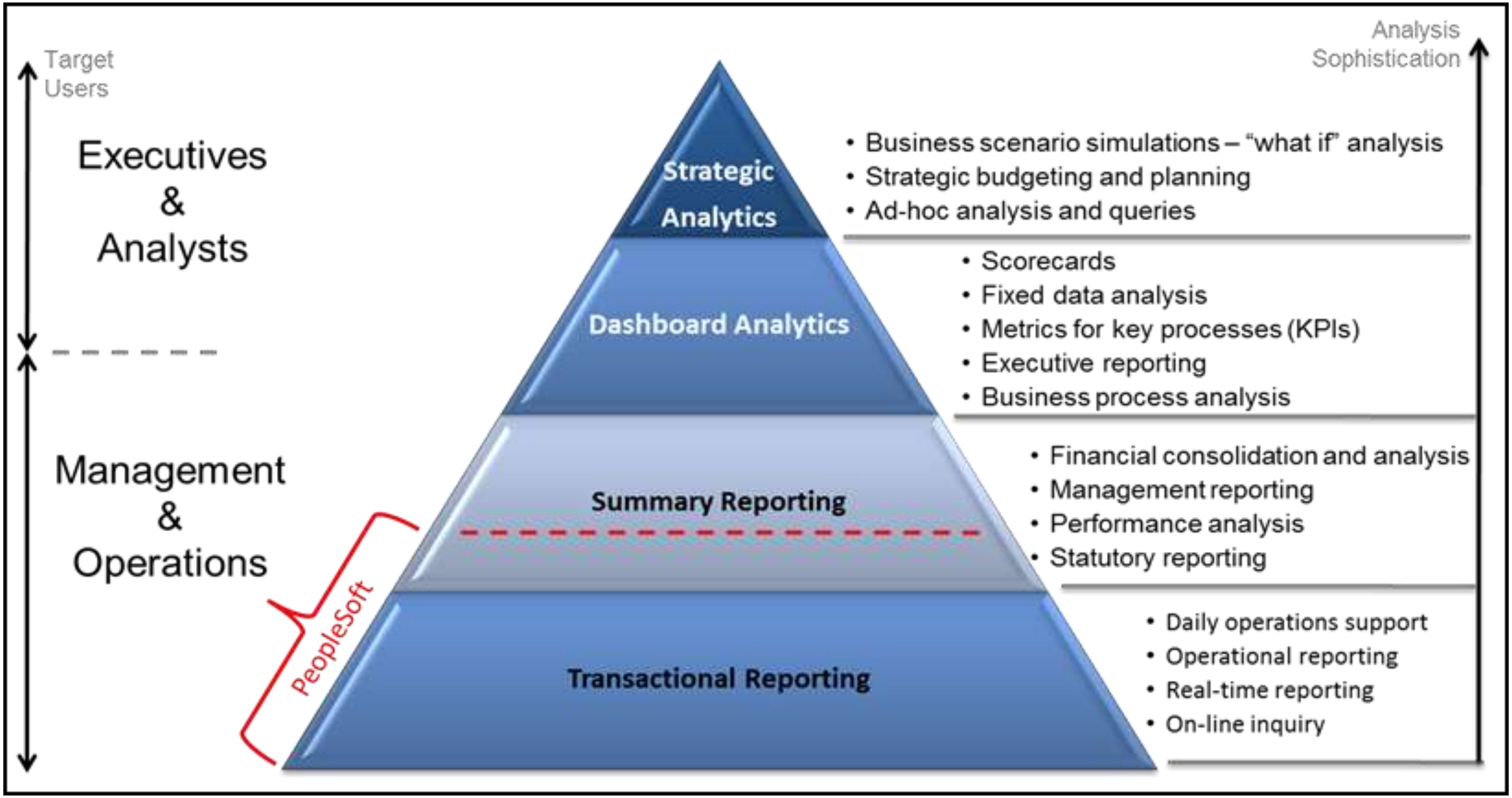
Positional Investment

- Assist State of Wisconsin operational focus for better decision-making, transparency and accountability
- Aggregation and centralization of data
- Initiate decommissioning strategy
- Business Intelligence
- Benefits Realization

State Transforming Agency Resources

BUSINESS INTELLIGENCE

Reporting Technologies: Transactional vs Analytical


Target Users
Executives & Analysts
Management & Operations
PeopleSoft
Strategic Analytics
Dashboard Analytics
Summary Reporting
Transactional Reporting
Analysis Sophistication

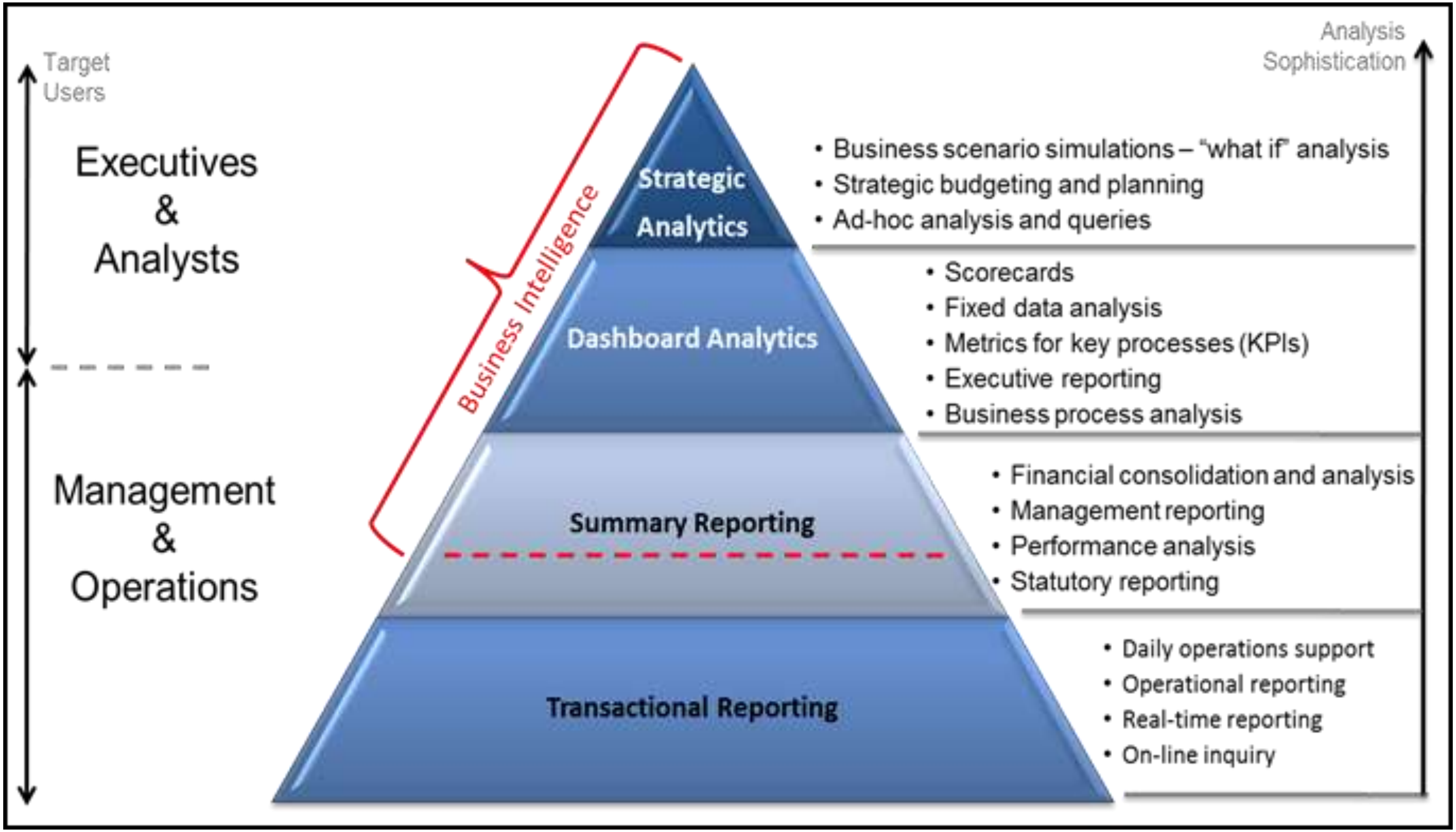
- Business scenario simulations – "what if" analysis
- Strategic budgeting and planning
- Ad-hoc analysis and queries

- Scorecards
- Fixed data analysis
- Metrics for key processes (KPIs)
- Executive reporting
- Business process analysis

- Financial consolidation and analysis
- Management reporting
- Performance analysis
- Statutory reporting

- Daily operations support
- Operational reporting
- Real-time reporting
- On-line inquiry

Reporting Technologies: Transactional vs Analytical


Target Users
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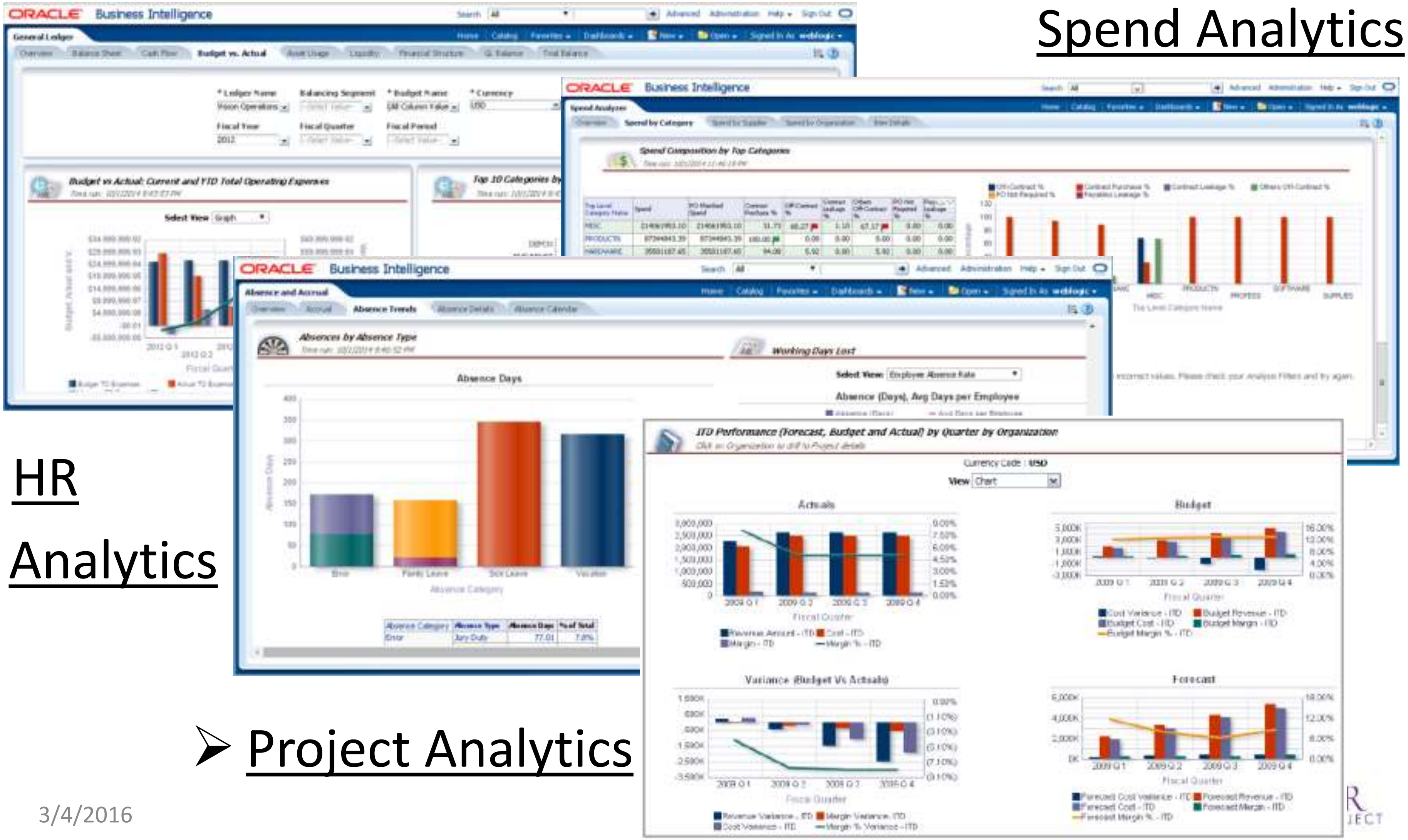
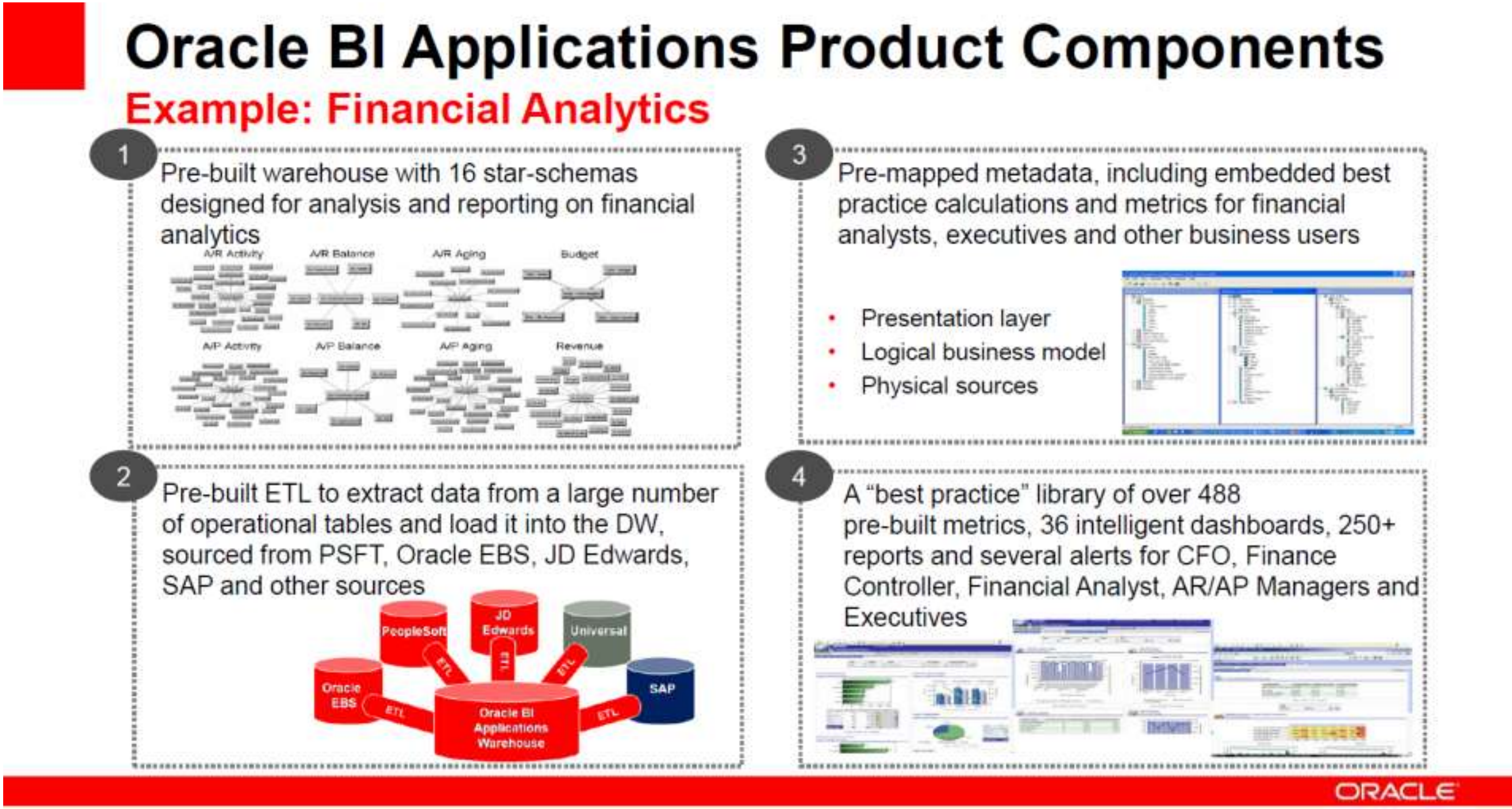
Oracle BI Applications (OBIA)

- Financial Analytics
- Procurement and Spend Analytics
- HR Analytics
- Project Analytics


ORACLE Business Intelligence
General Ledger
Budget vs. Actual
Budget vs Actual: Current and YTD Total Operating Expenses
Top 10 Categories by
Spend Analyzer
Spend by Category
Spend Composition by Top Categories
Absence and Accrual
Absence Trends
Absences by Absence Type
Absence Days
Absence Category
Working Days Lost
Absence (Days), Avg Days per Employee
ITD Performance (Forecast, Budget and Actual) by Quarter by Organization
Currency Code : USD
View Chart
Actuals
Budget
Variance (Budget Vs Actuals)
Forecast
Fiscal Quarter
2009 Q 1
2009 Q 2
2009 Q 3
2009 Q 4

Oracle BI Application Components



Oracle BI Applications Product Components

Example: Financial Analytics

1. Pre-built warehouse with 16 star-schemas designed for analysis and reporting on financial analytics

A/R Activity
A/R Balance
A/R Aging
Budget
A/P Activity
A/P Balance
A/P Aging
Revenue

2. Pre-built ETL to extract data from a large number of operational tables and load it into the DW, sourced from PSFT, Oracle EBS, JD Edwards, SAP and other sources

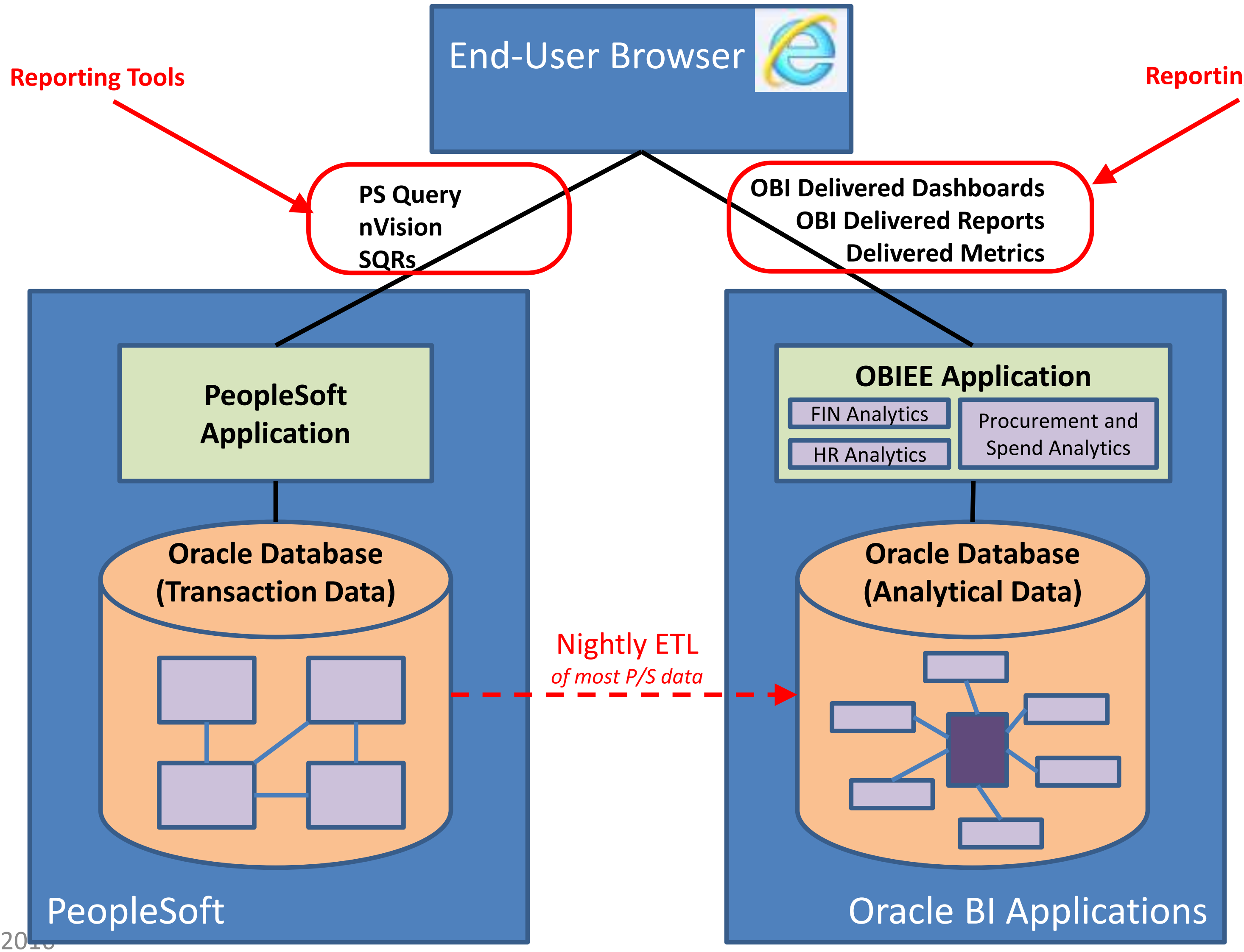
PeopleSoft
JD Edwards
Universal
Oracle EBS
SAP
ETL
ETL
ETL
ETL
ETL
Oracle BI Applications Warehouse

3. Pre-mapped metadata, including embedded best practice calculations and metrics for financial analysts, executives and other business users

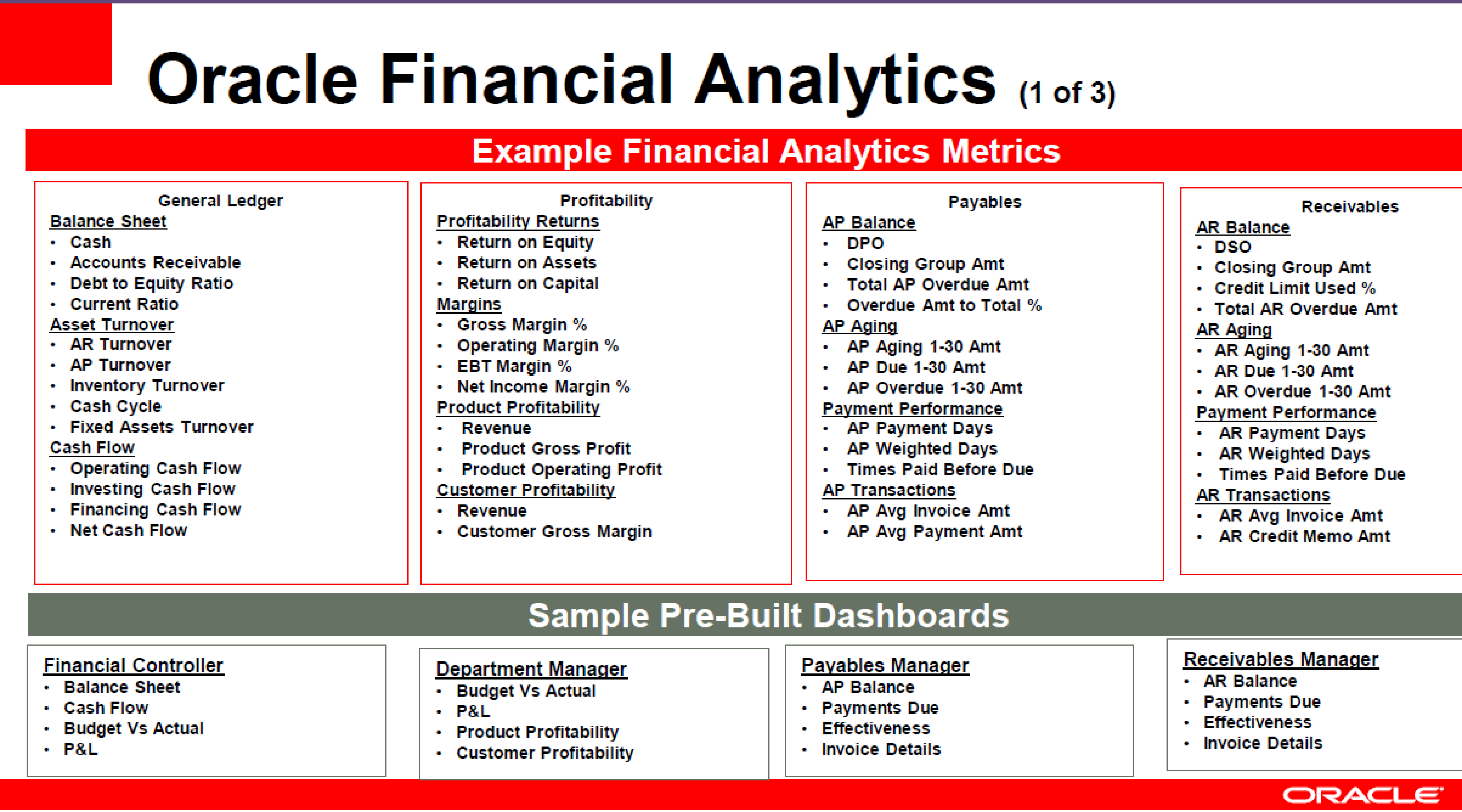
- Presentation layer
- Logical business model
- Physical sources

4. A "best practice" library of over 488 pre-built metrics, 36 intelligent dashboards, 250+ reports and several alerts for CFO, Finance Controller, Financial Analyst, AR/AP Managers and Executives

Where does the data come from?


End-User Browser
Reporting Tools
Reporting Tools
PS Query
nVision
SQRs
OBI Delivered Dashboards
OBI Delivered Reports
Delivered Metrics
PeopleSoft Application
OBIEE Application
FIN Analytics
HR Analytics
Procurement and Spend Analytics
Oracle Database (Transaction Data)
Oracle Database (Analytical Data)
Nightly ETL
of most P/S data
PeopleSoft
Oracle BI Applications

Metrics and Dashboards: Financial Analytics



Oracle Financial Analytics (1 of 3)

Example Financial Analytics Metrics

General Ledger

Balance Sheet
- Cash
- Accounts Receivable
- Debt to Equity Ratio
- Current Ratio

Asset Turnover
- AR Turnover
- AP Turnover
- Inventory Turnover
- Cash Cycle
- Fixed Assets Turnover

Cash Flow
- Operating Cash Flow
- Investing Cash Flow
- Financing Cash Flow
- Net Cash Flow

Profitability

Profitability Returns
- Return on Equity
- Return on Assets
- Return on Capital

Margins
- Gross Margin %
- Operating Margin %
- EBT Margin %
- Net Income Margin %

Product Profitability
- Revenue
- Product Gross Profit
- Product Operating Profit

Customer Profitability
- Revenue
- Customer Gross Margin

Payables

AP Balance
- DPO
- Closing Group Amt
- Total AP Overdue Amt
- Overdue Amt to Total %

AP Aging
- AP Aging 1-30 Amt
- AP Due 1-30 Amt
- AP Overdue 1-30 Amt

Payment Performance
- AP Payment Days
- AP Weighted Days
- Times Paid Before Due

AP Transactions
- AP Avg Invoice Amt
- AP Avg Payment Amt

Receivables

AR Balance
- DSO
- Closing Group Amt
- Credit Limit Used %
- Total AR Overdue Amt

AR Aging
- AR Aging 1-30 Amt
- AR Due 1-30 Amt
- AR Overdue 1-30 Amt

Payment Performance
- AR Payment Days
- AR Weighted Days
- Times Paid Before Due

AR Transactions
- AR Avg Invoice Amt
- AR Credit Memo Amt

Sample Pre-Built Dashboards

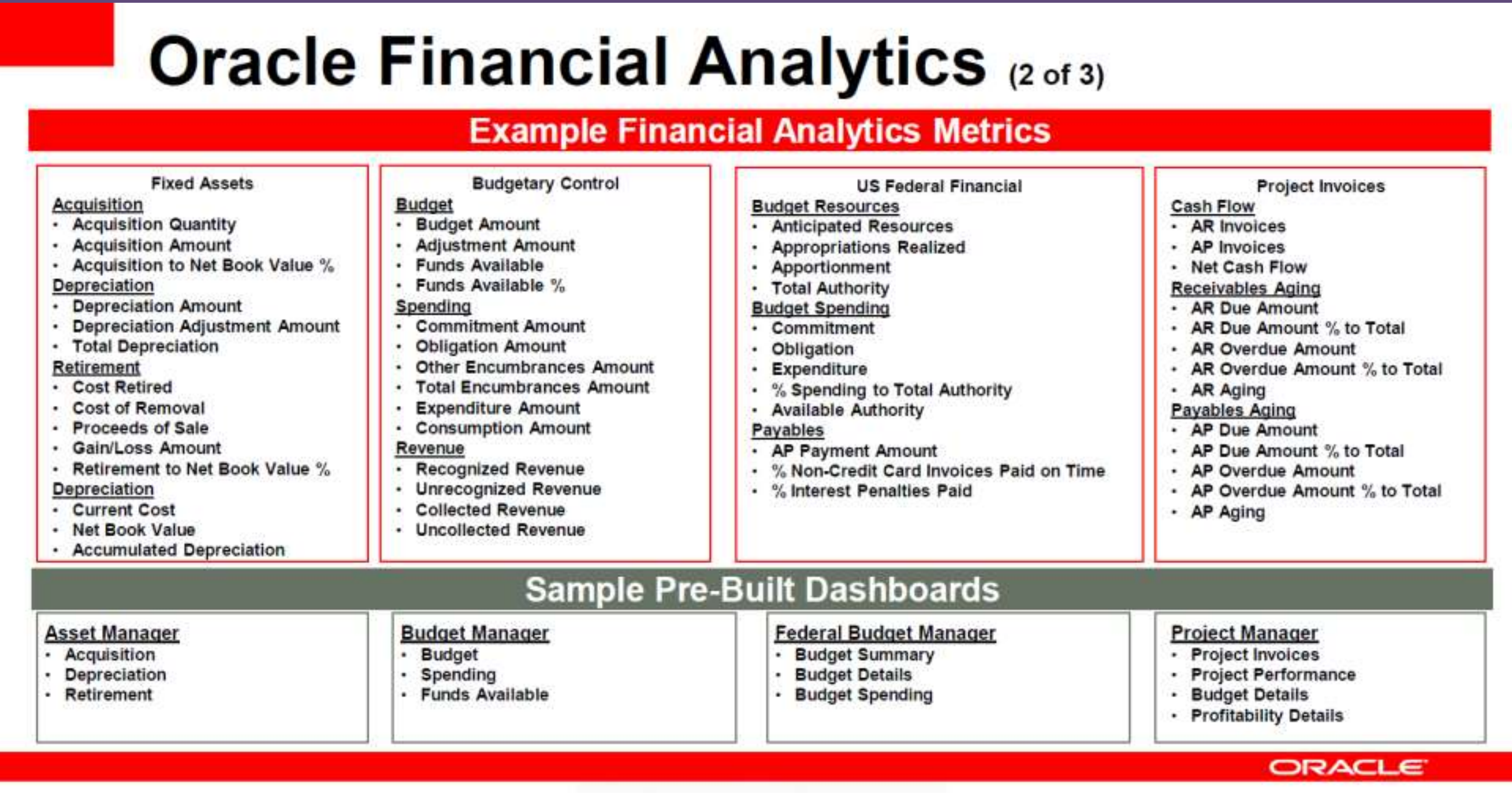
Financial Controller
- Balance Sheet
- Cash Flow
- Budget Vs Actual
- P&L

Department Manager
- Budget Vs Actual
- P&L
- Product Profitability
- Customer Profitability

Payables Manager
- AP Balance
- Payments Due
- Effectiveness
- Invoice Details

Receivables Manager
- AR Balance
- Payments Due
- Effectiveness
- Invoice Details

Metrics and Dashboards: Financial Analytics



Oracle Financial Analytics (2 of 3)

Example Financial Analytics Metrics

Fixed Assets

Acquisition
- Acquisition Quantity
- Acquisition Amount
- Acquisition to Net Book Value %

Depreciation
- Depreciation Amount
- Depreciation Adjustment Amount
- Total Depreciation

Retirement
- Cost Retired
- Cost of Removal
- Proceeds of Sale
- Gain/Loss Amount
- Retirement to Net Book Value %

Depreciation
- Current Cost
- Net Book Value
- Accumulated Depreciation

Budgetary Control

Budget
- Budget Amount
- Adjustment Amount
- Funds Available
- Funds Available %

Spending
- Commitment Amount
- Obligation Amount
- Other Encumbrances Amount
- Total Encumbrances Amount
- Expenditure Amount
- Consumption Amount

Revenue
- Recognized Revenue
- Unrecognized Revenue
- Collected Revenue
- Uncollected Revenue

US Federal Financial

Budget Resources
- Anticipated Resources
- Appropriations Realized
- Apportionment
- Total Authority

Budget Spending
- Commitment
- Obligation
- Expenditure
- % Spending to Total Authority
- Available Authority

Payables
- AP Payment Amount
- % Non-Credit Card Invoices Paid on Time
- % Interest Penalties Paid

Project Invoices

Cash Flow
- AR Invoices
- AP Invoices
- Net Cash Flow

Receivables Aging
- AR Due Amount
- AR Due Amount % to Total
- AR Overdue Amount
- AR Overdue Amount % to Total
- AR Aging

Payables Aging
- AP Due Amount
- AP Due Amount % to Total
- AP Overdue Amount
- AP Overdue Amount % to Total
- AP Aging

Sample Pre-Built Dashboards

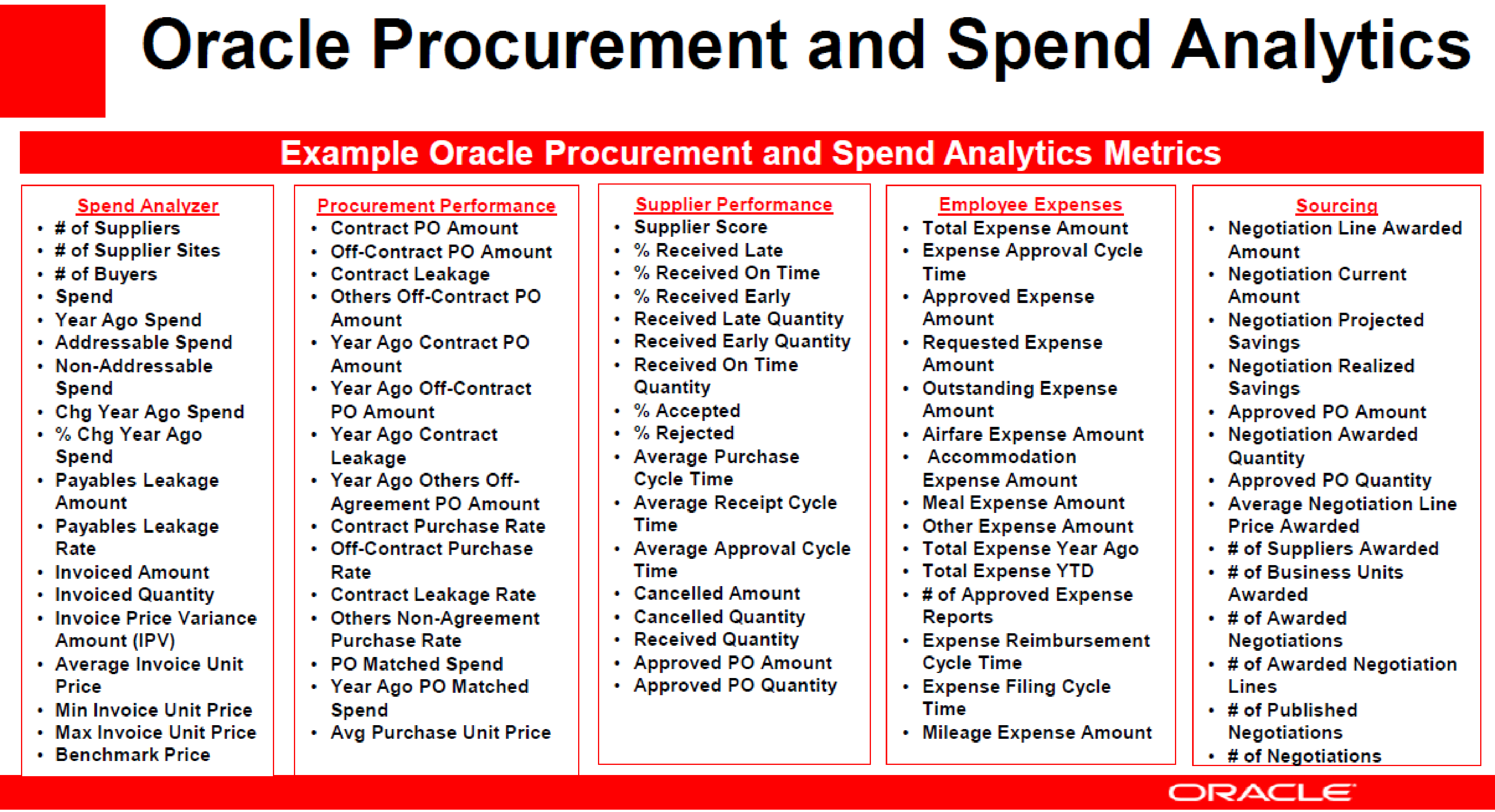
Asset Manager
- Acquisition
- Depreciation
- Retirement

Budget Manager
- Budget
- Spending
- Funds Available

Federal Budget Manager
- Budget Summary
- Budget Details
- Budget Spending

Project Manager
- Project Invoices
- Project Performance
- Budget Details
- Profitability Details

Metrics and Dashboards: Procurement Analytics



Oracle Procurement and Spend Analytics

Example Oracle Procurement and Spend Analytics Metrics

Spend Analyzer

- # of Suppliers
- # of Supplier Sites
- # of Buyers
- Spend
- Year Ago Spend
- Addressable Spend
- Non-Addressable Spend
- Chg Year Ago Spend
- % Chg Year Ago Spend
- Payables Leakage Amount
- Payables Leakage Rate
- Invoiced Amount
- Invoiced Quantity
- Invoice Price Variance Amount (IPV)
- Average Invoice Unit Price
- Min Invoice Unit Price
- Max Invoice Unit Price
- Benchmark Price

Procurement Performance

- Contract PO Amount
- Off-Contract PO Amount
- Contract Leakage
- Others Off-Contract PO Amount
- Year Ago Contract PO Amount
- Year Ago Off-Contract PO Amount
- Year Ago Contract Leakage
- Year Ago Others Off-Agreement PO Amount
- Contract Purchase Rate
- Off-Contract Purchase Rate
- Contract Leakage Rate
- Others Non-Agreement Purchase Rate
- PO Matched Spend
- Year Ago PO Matched Spend
- Avg Purchase Unit Price

Supplier Performance

- Supplier Score
- % Received Late
- % Received On Time
- % Received Early
- Received Late Quantity
- Received Early Quantity
- Received On Time Quantity
- % Accepted
- % Rejected
- Average Purchase Cycle Time
- Average Receipt Cycle Time
- Average Approval Cycle Time
- Cancelled Amount
- Cancelled Quantity
- Received Quantity
- Approved PO Amount
- Approved PO Quantity

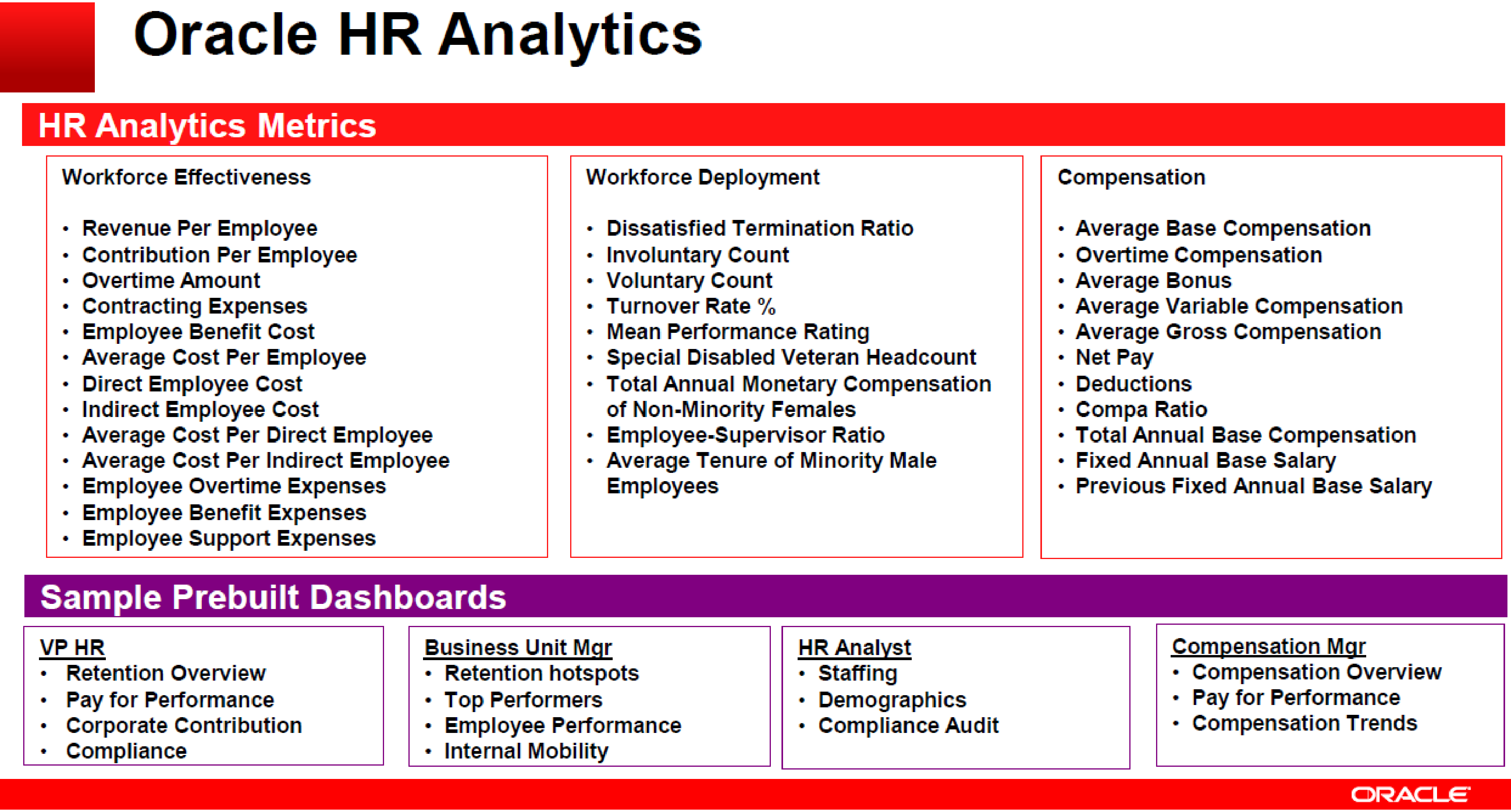
Employee Expenses

- Total Expense Amount
- Expense Approval Cycle Time
- Approved Expense Amount
- Requested Expense Amount
- Outstanding Expense Amount
- Airfare Expense Amount
- Accommodation Expense Amount
- Meal Expense Amount
- Other Expense Amount
- Total Expense Year Ago
- Total Expense YTD
- # of Approved Expense Reports
- Expense Reimbursement Cycle Time
- Expense Filing Cycle Time
- Mileage Expense Amount

Sourcing

- Negotiation Line Awarded Amount
- Negotiation Current Amount
- Negotiation Projected Savings
- Negotiation Realized Savings
- Approved PO Amount
- Negotiation Awarded Quantity
- Approved PO Quantity
- Average Negotiation Line Price Awarded
- # of Suppliers Awarded
- # of Business Units Awarded
- # of Awarded Negotiations
- # of Awarded Negotiation Lines
- # of Published Negotiations
- # of Negotiations

Metrics and Dashboards: HR Analytics



Oracle HR Analytics

HR Analytics Metrics

Workforce Effectiveness

- Revenue Per Employee
- Contribution Per Employee
- Overtime Amount
- Contracting Expenses
- Employee Benefit Cost
- Average Cost Per Employee
- Direct Employee Cost
- Indirect Employee Cost
- Average Cost Per Direct Employee
- Average Cost Per Indirect Employee
- Employee Overtime Expenses
- Employee Benefit Expenses
- Employee Support Expenses

Workforce Deployment

- Dissatisfied Termination Ratio
- Involuntary Count
- Voluntary Count
- Turnover Rate %
- Mean Performance Rating
- Special Disabled Veteran Headcount
- Total Annual Monetary Compensation of Non-Minority Females
- Employee-Supervisor Ratio
- Average Tenure of Minority Male Employees

Compensation

- Average Base Compensation
- Overtime Compensation
- Average Bonus
- Average Variable Compensation
- Average Gross Compensation
- Net Pay
- Deductions
- Compa Ratio
- Total Annual Base Compensation
- Fixed Annual Base Salary
- Previous Fixed Annual Base Salary

Sample Prebuilt Dashboards

VP HR
- Retention Overview
- Pay for Performance
- Corporate Contribution
- Compliance

Business Unit Mgr
- Retention hotspots
- Top Performers
- Employee Performance
- Internal Mobility

HR Analyst
- Staffing
- Demographics
- Compliance Audit

Compensation Mgr
- Compensation Overview
- Pay for Performance
- Compensation Trends

Challenges with OBIA

- Coordination between PeopleSoft maintenance (e.g. new or changed tables or trees) and OBIEE to ensure data integrity.
- Procurement - OBIA did not reference commodity code (NIGP code). This flowed throughout much of the procurement dashboards/reports.
- OBIA is expecting data values to be populated and they are not currently being captured. This will require a change in business process.

Opportunities with OBIA

- Procurement Performance Metrics
  - % of Agency Purchases on Contract
  - Average Procurement Processing Time
  - Off Contract Spend
- Finance Performance Metrics
  - Total Amount of Interest Payments Due to Late Payment
  - Average Processing Time for Accounts Payable
  - % of AR Overdue Compared to Total Accounts Receivable
- HCM Performance Metrics
  - % of New Hire Retention 0-24, 25-60 Months of Service
  - % of Timecards Submitted on Time
  - % of Timecards Approved on Time

State Transforming Agency Resources

BENEFITS REALIZATION

Benefits Realized – Finance

Modules Deployed:

- General Ledger
- Accounts Receivable
- Billing
- Asset Management
- Accounts Payable
- Cash Management
- Projects
- Contracts
- Grants
- Expenses

Finance – Key Impacts
1. A New Chart of Accounts will be used statewide
2. Real-time access to budget checks ensure proper transaction processing
3. Management of projects and grants will be standardized
4. Centrally managed statewide vendor and customer files will be implemented
5. Vendor payments will be consolidated and standardized
6. Check writing processes will be centralized in PeopleSoft
7. The interagency payments process will be systematically processed

Benefits Realized – Procurement

Modules Deployed:

- Purchasing
- eProcurement
- eSupplier Connection
- Inventory
- Strategic Sourcing
- Supplier Contract Mgmt

Procurement – Key Impacts

1. The Purchase Requisition process will be standardized
2. Requisitions will have a standardized, electronic approval process
3. Users will be able to “punch-out” from a requisition to WisBUY and pull the items into the requisition for processing and source to a PO
4. Agency contract numbers will become standardized
5. Contract documents will be created electronically
6. Contract document templates can be standardized among agencies to support efficient document creation
7. P-Card transactions will be reconciled within the system
8. Receipt of goods and services will be entered and tracked within the system
9. Sourcing process will be managed electronically

Benefits Realized – HCM

Modules Deployed:

- HR
- eProfile
- Payroll
- ePay
- Base Benefits
- Benefits Admin
- eBenefits
- Time & Labor
- Absence Mgmt
- ePerformance
- Ent Learning Mgmt

HCM – Key Impacts
1. Executive Branch Agencies will operate under a single FEIN
2. Employee Identification Numbers will be assigned via PeopleSoft
3. Supervisor relationships will be assigned and maintained in PeopleSoft
4. Employee movement between agencies will be treated as a transfer
5. Employees will update personal information through the self-service portal
6. Direct deposit will become mandatory for Executive Branch employees (will be required)
7. Executive Branch will be required to enter time and supervisors will be required to approve time.
8. Benefit deductions will be taken equally out of both the A and B checks

STAR: Enabling Wisconsin for Operational Excellence

Enterprise Business Initiatives:

- **BI/Analytics**
- **Communities of Practice**
- **Benchmarking**

Finance/Budget

- Move to performance budgeting
- Optimize non-tax revenue management
- Federal Grant Center of Excellence
- Maximize prompt-pay discounts

Procurement

- Implement strategic sourcing
- Develop electronic catalogs for state, local, k-12, universities
- Strategic vendor program for demand/supply forecasting

Talent Management

- Analyze staffing levels realtime to manage overtime
- Leverage Learning Management System to deploy competency-based HR strategies; align with statute and rule
- Enable flexible work arrangements

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Thank you for your time and attention. We are happy to take questions from committee members at this time.

STAR
PROJECT